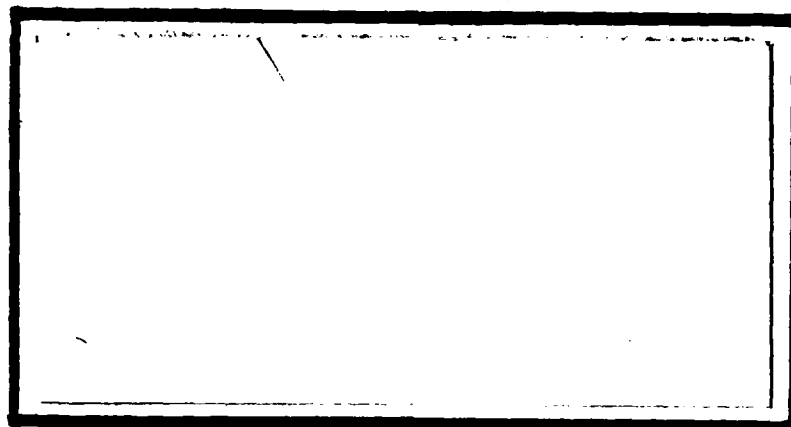


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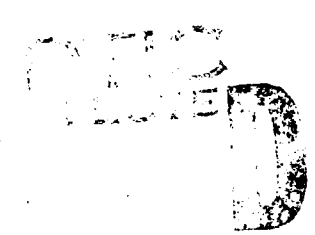
AFIT/GLM/LSR/88S-7

TRAINING FOR UTC MANAGEMENT
AT BASE LEVEL IN MAC

THESIS

Robyn M. Burk
Captain, USAF

AFIT/GLM/LSR/88S-7



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TRAINING FOR UTC MANAGEMENT AT BASE LEVEL IN MAC

THESIS

Presented to the Faculty of the School of Logistics
of the Air Force Institute of Technology

Air University

In Partial Fulfillment of the
Requirements for the Degree of
Master of Science in Logistics Management

Robyn M. Burk, B.A.

Captain, USAF

September 1988

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Preface

The purpose of this study was to lay the groundwork necessary to publish a handbook for base level UTC managers. This research only studies the Military Airlift Command. The techniques used in this thesis could easily be applied to the other commands, prior to publishing an Air Force UTC Managers' Handbook.

I would like to express my appreciation to my thesis advisor, Dr. Freda Stohrer, for her persistence and thoughtful attention to detail. I am also grateful to my friends Betsy Crawford, Tina Thompson, and Captain Sandra Kelly; and my parents for their assistance.

Robyn M. Burk

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Abstract

The purpose of this study was to investigate current training for Military Airlift Command base level Unit Type Code managers and secondarily, to determine if a UTC Managers' Handbook would be beneficial to those people.

An informal questionnaire was used to collect data from base level UTC managers.

Analysis of the data yielded the following conclusions:

1. Personnel managing UTCs in MAC lack experience.
2. Base level UTC managers perceive that they have not been adequately trained.
3. Currently, there is no consistent training within the UTC Management field.
4. There are no consistent training topics within the UTC Management field.
5. UTC procedure and package standardization has not been achieved.
6. A base level UTC Managers' Handbook would help correct the perceived training deficiencies.
7. A base level UTC Managers' Handbook would lead to standard UTC procedures and packages.

The cumulative thesis research and the preceding conclusions lead to the following recommendations:

1. Survey the remaining Air Force major commands to determine if the handbook would benefit their UTC managers.
2. Publish an Air Force standard handbook for UTC managers and include only necessary command unique items in appendices.
3. Assign responsibility to a single focal point to determine core and specialty training areas required for a comprehensive UTC managers training program.
4. Investigate other training alternatives for UTC managers.

TRAINING FOR UTC MANAGEMENT AT BASE LEVEL IN MAC

I. Introduction

General Issue

This thesis establishes whether a lack of training exists for Military Airlift Command (MAC) personnel working with Unit Type Codes (UTCs) at base level and whether a handbook about UTCs would benefit these people.

In order to better understand the thesis problem, the thesis will first examine the MAC warplanning process and then describe the base level personnel performing planning duties. A reader who is unfamiliar with the terminology involved in warplanning will want to first review Appendix A: Glossary of Common Warplanning Terms.

The Planning Process

The UTC. 'UTC is the basic building block for our entire mobility process(12:2)' It represents a standard force capability (not unique to a particular unit) consisting of manpower and logistics requirements. Information about a UTC's personnel, equipment, and transportation requirements is tracked through several computer systems and subsystems (i.e COMPES, MEFPK) throughout the Joint Operations Planning System (JOPS), the

throughout the Joint Operations Planning System (JOPS), the United States military system for planning for contingencies. According to an Air Force Audit, Air Force Regulation 28-3 says

The planning process begins with contingency capabilities of Air Force units being identified by a unit type code (UTC). This designator represents a specific force capability (such as an F-15 squadron or a communication system) that a unit can provide during a contingency situation. The force capability of the unit is described via a mission capability (MISCAP) statement. For example, the UTC MISCAP for a fighter aircraft unit would include the following: flying hour utilization, crew ratio, sortie rate, and length of time the unit is designated to operate (1:1).

MACR 28-1 further defines a UTC as "A five-character (alpha numeric code assigned by JCS to identify a type or kind of force" The first character of a UTC is important because it gives the functional breakout for the UTC. For example "3" refers to an aviation unit (8:1).

The UTC lists any equipment required by the type unit:

To logistically support specified units, logistics detail (LOGDET) reports are developed. The LOGDET defines equipment movement requirements for each type unit including equipment items, quantities, and weight and measurement data. To standardize the LOGDET for each type unit, major commands (MAJCOMs) have designated pilot units to develop and maintain a standard LOGDET to be used by all non-pilot units with the same unit type code. These standard LOGDET are used by planners to schedule overall airlift requirements (1:1-2).

The UTC links this equipment to any personnel required by the type unit, which is contained in the manpower detail.

COMPES. UTCs are built and maintained in the Contingency Operations/Mobility Planning and Execution

System (COMPES). COMPES is 'an Air Force unique data processing system' which is

1. An information and communication system - As an information and communications system, it helps ensure mission capable combat ready units and that the required support forces are tailored to a particular contingency situation.

2. Standard logistics data elements and terms - COMPES also provides standard logistics data element and terms for all users worldwide. This is true from deployment to employment locations and from one command to another.

3. An automated mobility management system - Finally, and maybe most important to the logistics planner, COMPES provides a standard automated mobility management system for all Air Force units with a mobility mission (15:Section 1,2).

Consequently, the purpose of COMPES is to provide a standard process for working with standard packages (UTCs) in contingency planning.

Throughout 1987 and 1988 base-level COMPES users have been converting to the new Enhanced COMPES. Consequently, many of the regulations are in a period of transition while they are rewritten to accommodate the new system.

MEFPAK. The Manpower and Equipment Force Packaging System (MEFPAK) is a standard Air Force computer system used for describing and reporting personnel, equipment, and transportation information about each UTC available for use in operations planning (17:3-2). Information about specific quantities of each UTC available and which MAJCOMs possess specific UTC capabilities is contained in the War and Mobilization Plan, Volume 3 (WMP-3). Operations Plans (OPlan) force lists are generally built using UTCs

registered in MEFFPAK and are sourced to specific units from the WMP-3, using JOPS (12:Section 3,2).

The Goal is Standardized Procedures and Packages. The entire contingency planning process depends upon standardization for speed and accuracy. According to AFR 28-3, 'only standard UTCs may be used in the OPlan development stage (12:Section 3,2).' 'The HQ USAF goal is to have one UTC per capability for common use. This reduces UTC proliferation and standardizes planning (8:1).' An example of this goal is to have one UTC describe all of the equipment and personnel required by an F-15 squadron, regardless of location.

MACR 28-2 further emphasizes standardization:

Standard UTC Equipment Requirements: Wartime military capabilities are defined in terms of standard UTC packages of manpower/equipment. Designed operational capability (DOC) statements express what UTC capabilities each unit is tasked to maintain. . . . A pilot unit is designated as the equipment focal point for each UTC. The pilot unit develops and maintains the UTC equipment detail in coordination with like units. This detail is provided to the parent MAJCOM and, in turn, to HQ USAF for conclusion [sic] in the HQ USAF quarterly UTC logistics detail (LOGDET) report. This report flows back to the MAJCOMs via computer data transfer, and in turn, to all MAC units on microfiche. Standard UTC detail is then built into the base mobility plan materiel part 3 that becomes an expression of unit equipment deployment capability. HQ USAF UTC LOGDET summary data is also made available to a JCS file used by planners worldwide to summarize force movement requirements. Therefore, standard UTCs are the common point of reference from which individual mission capabilities are combined into a force list to meet specific objectives whether using deliberate, execution, or exercise planning (17:23).

The Planners

The Job. Personnel in the host commands' wing and base level Resource Plans shops (LGX) are responsible for managing UTCs and for coordinating other base level offices' efforts in UTC management. Job responsibilities for these offices are complicated and varied. A few sample responsibilities from MACR 23-24 are:

1. Plans - Develops, coordinates, and maintains contingency, exercise, special, mobility, and general war plans, and prepares logistics plans and annexes (MACRs 27-1, 28-2; AFR 28-4/MACSUP 1).
2. Mobility - On MAC bases, is responsible for installation mobility program. Provides overall staff direction and surveillance of mobility planning actions and the mobility control center IAW AFR 28-4/MACSUP 1.
3. Base Facilities - Responsible for the management of all real property facilities assigned to, and programmed for, resource management organizations, which includes planning for new construction, existing facility modifications, upkeep, and utilization.
4. Aircraft Conversions - Serves as the program manager for aircraft conversion programs. Staffs logistics requirements related to aircraft conversions or other major modification programs impacting the capability for supporting the wing/base mission.
5. Agreements - Prepares, coordinates, and negotiates host-tenant support agreements and interservice support agreements in accordance with AFR 11-4.
6. Budget - Prepares the Deputy Commander for Resource Management travel budget and monitors other budgetary functions as directed. (6:Attachment 2,10).

Manning. "Since 1978, the 661X0 career field has grown from 660 to 1,069 authorizations. (10:1-2)" Projected manning for AFSCs 661X0s for January 1989 is 98%. Although this figure projects a slight manning deficit only, this

manning projection consists of a deficit (73%) of the authorizations for the top four enlisted grades and an excess (141%) of the authorizations for SSgts and below. Consequently, experience levels will be lower than authorized throughout the career field (10:2).

Table 1. January 89 Projected 661X0 Manning (AF-Wide)

<u>GRADE</u>	<u>AUTH</u>	<u>ASGN</u>	<u>%</u>
CMSgt	29	20	69
SMSgt	70	50	71
MSgt	251	190	76
TSgt	342	252	74
SSgt	259	323	125
Sgt (SRA)	133	229	172
AlC	<u>0</u>	<u>1</u>	
	1,084	1,065	98 (10:2)

Forty-seven 66XX officer slots are projected to be converted to civilian or NCO positions in FY88 (10:2).

Training. Currently, there is no specific Air Force training pertaining to working with UTCs.

Technical Training. Officers and civilians serving in grades GS-9 or above entering the logistics plans and programs career field are supposed to attend the "six week Logistics Plans and Programs Officer course-G30LR6621, at Lowry AFB, Colorado," which covers general, introductory information to base-level Resource Plans staff responsibilities, including planning and UTC responsibilities (3:26).

The course trains personnel in the duties and responsibilities of the retail level logistics plans and programs officer in an operational wing. The

course includes an introductory block that highlights the relationships of logistics planning to other major logistics disciplines, a programming block addressing support agreements and war reserve materiel (WRM) management, and a planning block that describes Air Force and Joint Departmental planning for contingency operations with emphasis on logistical planning. Also included is a mobility block that describes the responsibilities and management role of an installation mobility officer (IMO), and a Contingency Operation/Mobility Planning and Execution System (COMPES) block that details the management role of the logistician for LOGMOD-B and MANPER-B (3:26).

Enlisted personnel entering the career field are supposed to attend the Apprentice Logistics Plans Specialist course G3ALR66130-003 at Lowry AFB. Personnel attending this 5 week course learn an

overview of the logistics plans career field, the relationship of the logistics plans career field to other major logistics disciplines, the programming functions of logistics to include support agreements and War Reserve Materiel (WRM), the Joint Operation Planning System (JOPS), all aspects of the USAF mobility system to include a mobility exercise, and COMPES to include LOGMOD-B and MANPER-B (4:2).

However, the two previous courses were only started in 1980. Prior to 1980, all training was on-the-job-training (OJT) (11). Budget reductions have cut slots to the technical training courses by over 50% and eliminated many of the conferences and training opportunities available to base level resource planners in FY89/90 (10:2). Personnel, with AFSCs other than 066XX or 661X0, who work with UTCs are not allowed to attend the technical training courses.

Career Development Courses (CDCs) were developed for upgrade training for airmen. The Logistics Plans Career

Development Course - 66150 is mandatory. It covers the management functions of logistics, planning, and mobility procedures and training (4:4).

A large portion of current training is still OJT, which has received a lot of criticism. It is dependent upon a knowledgeable supervisor finding the time and setting a priority to train his personnel. With the manning in the top four enlisted grades projected to be only 73% by January 1989, it will be difficult to maintain a quality OJT program.

Training is currently undergoing change. Higher authorities have recognized the need to improve general training and are rewriting the POI for the Logistics Plans and Programs course, rewriting the 5-level CDCs, and developing CAIs for many of the responsibilities of the base-level resource planner, including COMPES (13:1-2). The following areas are being added to the Logistics Plans and Programs courses:

- Uses of the CACRL
- AF Combat Support Doctrine 1-10
- LGX Interaction with Other Base Functions
- Base Support Planning
- JOPS - time sensitive planning
- Air Base Operability Planning (11)

General Management and Planning Courses. Other courses relevant to UTC management that cover contingency planning and management techniques are listed in Appendix B. These courses are not specifically about UTC management but

help the UTC manager understand the basics of warplanning and management techniques.

Regulatory References. A list of applicable regulations for base-level resource planners is contained in Appendix C. Many of these regulations are currently being rewritten to accommodate the new computer system (Enhanced COMPES), new job descriptions, and new training requirements.

Problems

Several studies have identified problems involving UTC management.

AF Audit. Although standardization in planning is a HQ USAF goal, base-level personnel are not using standard procedures for working with UTCs or using standard UTCs for their plans and deployments. According to the AF Report of Audit: Effectiveness of Air Force Logistics Planning for Contingencies:

Air Force policies and procedures were effective for implementing the standardized mobility planning concept. However, widespread noncompliance with directives resulted in the standard planning concept not being adequately achieved. . . . Standard planning data was not used in support of the mobility planning process. . . . We believe this noncompliance has persisted because of a lack of management direction and emphasis. . . . (1:1,3)

One example listed in the audit follows:

The standard LOGDET of the pilot and non-pilot units with the same UTC did not agree. Specifically, LOGDET differences in weight and dimension data existed for all 17 UTCs analyzed. These differences occurred

because pilot unit personnel did not follow prescribed guidance for distribution of LOGDET to non-pilot units, and non-pilot unit personnel did not follow guidance on how to use LOGDET data. As a result, airlift requirements were not accurate (1:3).

The audit identified several consequences of poor UTC management. Inaccurate transportation estimates for contingency plans did not allow Air Force planners to properly apportion scarce airlift and sealift. UTCs contained the wrong equipment, which indicated that Air Force funds were spent on equipment that was not required. Yet, many times needed equipment was not identified or purchased, and the quantities of equipment were not sufficient to meet the organizations' most stringent tasking. This could prevent a contingency force from performing its combat mission. Nonstandard UTC procedures and packages slow the planning process, hinder mobility deployments, and prevent supported commanders from knowing what combat forces they will have at their disposal during a contingency (1:1-5).

Occupational Survey Report. The 1987 Occupational Survey Report stated that follow-on training for enlisted personnel continues to be a problem. The survey also said that "due to diversity, a cost effective training course for this specialty may not be possible, it is obvious that some sort of technical training is necessary" (14:30).

Current FMI. Currently, AFISC/IGLL is conducting an FMI to determine if UTC development is effective and responsive. Investigators are looking at the development of

manpower and equipment requirements for a new UTC, pilot unit selection, functional manager training, and MISCAP statement development. According to the investigators there is not much training available at base level. In addition, existing training direction is decentralized (5).

Problem Statement

This thesis studies the perceptions of MAC personnel working with UTCs at base level to determine whether training presently available is adequate and whether a need exists for a reference handbook. This handbook could be used as:

1. a training tool for people who are managing UTCs for the first time
2. a reference guide for people who have worked with UTCs for a long time
3. a communications tool for higher headquarters and base level UTC managers.

Research Objectives

The following research objectives were used to resolve the problem stated above. The thesis

1. Determined population demographics for personnel working with UTCs at base level, in MAC.
2. Examined base level UTC managers' perceptions of their jobs.

3. Examined UTC managers' perceptions of their training and preparation for working with UTCs.

4. Examined specific training areas to determine if any areas were being overlooked.

5. Examined UTC managers' perceptions of the effectiveness of information flow and guidance about UTCs.

6. Examined UTC manager's perceptions of whether standardization has been achieved in UTC management in MAC.

7. Examined UTC managers' perceptions of the benefits of a base level handbook containing guidance for working with UTCs.

8. Determined what aspects of UTC management should be covered if a handbook is produced.

9. Gathered information from base level UTC managers about specific problem areas they have encountered while working with UTCs.

II. Methodology

This chapter describes the research methodology used to complete the research objectives described in Chapter I. It covers the data collection tool used and the population surveyed.

Data Collection Tool

In order to collect information for the thesis, requests for information (hereafter called an informal questionnaire for simplicity) were mailed to the entire population. A complete copy of the informal questionnaire is contained in Appendix D. The informal questionnaire instructions stressed the purpose and importance of the research, defined uncommon terms used in the informal questionnaire, gave specific instructions for completing the informal questionnaire, and guaranteed participants confidentiality. The informal questionnaires were mailed to the respondents, who had five weeks to respond.

The informal questionnaire had two parts: a background section and an opinion section.

Background Section. The background section was designed meet research objective 1: to determine the characteristics of the population working with UTCs at base level at MAC. The following demographic information about

the respondents' backgrounds and levels of experience was requested:

1. number of years in the Air Force
2. number of years in their current career field
3. number of years experience working with UTCs
4. training courses attended
5. conferences attended

The information gathered from responses to the background section was used to determine the impact of these demographics, particularly experience and training, on the responses to the opinion section.

Opinion and Yes/No Section. The opinion section of the informal questionnaire focused on four primary areas: training received, communications involving UTC information and procedures, standardization of UTC procedures and packages, and information about possible content for a reference handbook for MAC base level people who work with UTCs. This section met the following research objectives:

3. To examine UTC managers' perceptions of their training and preparation for working with UTCs.
5. To examine UTC managers' perceptions of information flow and guidance about UTCs.
6. To examine UTC manager's perceptions of standardization in UTC management in MAC.
7. To examine UTC managers' assessment of the benefits of a base level handbook containing guidance for working with UTCs.

A seven-point Lickert-type scale was used for ranking participants' responses to statements about the first three

primary areas listed above: training received, communications involving UTC information and procedures, and standardization of UTC procedures and packages. The scale ranged from strongly agree, to neutral, to strongly disagree. The participant responses are contained in Appendix E. Finally, participants were asked to comment about the statements. These comments are contained in Appendix F. The instructions for the informal questionnaire stressed the importance of participant comments to encourage the participants to relate their experiences while working with UTCs to meet the following research objectives:

2. To examine base level UTC managers' perceptions of their jobs like whether or not UTC procedures are standard between base level Resource Plans offices.
9. To gather information from base level UTC managers about specific problem areas they have encountered while working with UTCs. For example, many of the current regulations contain out of date guidance.

One example of this type of question is:

1. I was given training which thoroughly covered my current job responsibilities working with UTCs. (I am not hindered in performing my job working with UTCs by lack of training.)

Strongly Agree		Neutral		Strongly Disagree
1	2	3	4	5
				6
				7

Comments: (Particular areas where training is good or where more training would be helpful, etc.) _____

To meet research objective 4, participants were asked 'yes' and 'no' questions about specific training areas: To examine UTC managers' perceptions of their training and

preparation for working with UTCs. Respondents were then asked to rate the quantity and quality of this training on a seven point Likert-type scale which ranged from excellent, to average, to poor. Space was left for the participants to comment on each of these areas. For example:

8. I received training about base level LGX responsibilities.

A. Please check the answer that applies

----- Yes (Please answer B and C below.)

----- No (Please skip B and C below and answer the next question.)

B. Please rate the quantity of this training.

Excellent			Average			Poor
1	2	3	4	5	6	7

Comments: _____

C. Please rate the quality of this training.

Excellent			Average			Poor
1	2	3	4	5	6	7

Comments: _____

Participants were asked to rate the strength of their response to the statement that a reference/training handbook would be useful for base level personnel who work with UTCs in MAC to meet research objective 7: To examine UTC managers' perception of the benefits of a base level handbook containing guidance for working with UTCs. To meet research objective 8, respondents were also asked to rate the strength of their responses and comment on a series of statements designed to determine what information should be

included in a UTC handbook 8: To determine what aspects of UTC management should be included if a handbook is produced.

Population

This research was confined to personnel currently working with UTCs in MAC. The surveyed population consisted of all COMPES Points Of Contact (POCs) in MAC and an additional five HQ MAC staff members involved with UTC procedures. A total of 83 informal questionnaires were mailed. The COMPES POCs were selected because of their integral role in maintaining the automated database for UTCs at the base level. These COMPES POCs were base level and NAF LGX personnel; and base level TR, DO, and MA representatives. HQ MAC staff members were included because of their daily interaction with base level UTC managers and their experience from working with UTCs themselves. A complete analysis of the respondent population is contained in Chapter III.

III. Analysis

This chapter contains an analysis of the responses to the informal questionnaire.

Population Analysis

Of the 83 surveys mailed, 54 were returned completed for a 65% response rate. Fifty-nine percent of the responses were from people working at base level, in LGX; 19% were from people working at the NAFs or HQ MAC in LGX; and 22% of the responses were from people managing UTCs at base level in TR, DO and MA. Forty-four percent of the responses were from enlisted Air Force members, 39% were from officers, and 17% were from civilians.

Respondents had been working for the Air Force for an average of 16 years, ranging from 1 to 37 years. The respondents had been in their current career field for an average of 7 years. Respondents had been working with UTCs in their current career field for an average of 5 years, and working with UTCs in any other career field for an average of 1 year. The participants' total average years of experience working with UTCs was 5 years, although 57% of the respondents had less than 5 years experience, and 13% had 1 year or less experience.

Training Received. Forty percent of the respondents (33) attended the Logistics Plans and Programs Course at Lowry, AFB; 6% (5) attended the Air University Contingency Wartime Planning Course at Maxwell, AFB; 1% (1) attended the LOG 199 Introduction to Logistics course at AFIT; 0 attended the LOG 299 (formerly LOG 066) Combat Logistics course at AFIT; 8% (7) attended the LOG 224, Logistics Management Course at AFIT; and 0 attended the Logistics Masters Degree Program at AFIT.

Several respondents also attended one or more of the following training courses which they considered relevant to UTC management:

- 15 AF COMPES Training, 1981
- USAFE COMPES Workshop, May 82
- Airlift Planners Course, Nov 82
- USAF COMPES Workshop, June 83
- Lowry TTC - Mobile Team COMPES Training, Aug 83
- COMPES LOGMOD-B (G4AST66170 000), Sep 83
- 21 AF COMPES Training, May 1986
- ACSC
- Airlift Operations School
- Resource Managers School
- Staff Transportation Officers School
- JOPS
- JDS at McDill
- COMPES Training 313AD/LGXM
- Base Level COMPES Training
- Logistics Masters Degree Program at a civilian university
- Computer Specialist Course

Conferences. Twenty-four percent (20) of the respondents attended at least one MAC Mobility Conference. Respondents also attended the following conferences which they considered relevant to UTC management:

- LOGMOD Users Group Meeting, 84
- USAF/ANG Worldwide Logistics Conference, Oct 85
- PACAF Logistics Plans Conference, Dec 85

MAC Readiness Course for Manpower, Oct 86
USAFE Plans and Mobility Conference
22AF Conference, Jun 87
21AF Mobility Conference, Jun 87
Pilot Unit Conference
Enhanced COMPES Conversion held by 22AF
22AF TRX Conference
JCS Directed Exercise Planning Conferences

Training Perceptions

Eight questions on the informal questionnaire pertained to training. The first question covered training received by participants which they perceived useful in UTC management; the remaining 7 questions covered specific training topics like LGX responsibilities, pilot unit responsibilities, and functional manager responsibilities.

UTC Training. Thirty-three percent of the respondents agreed, 17% were neutral, and 50% disagreed with Question 1, which asked about the extent of overall training:

1. I was given training which thoroughly covered my current job responsibilities working with UTCs. (I am not hindered in performing my job working with UTCs by lack of training.)

A summary of the responses to Question 1 follows in Table 2:

Table 2. A Comparison of Responses to Question 1

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	6	11
2	7	13
3	5	9
4 Neutral	9	17
5	9	17
6	11	20
7 Strongly Disagree	7	13
	<u>54</u>	<u>100</u>

Further analysis of Question 1, using the chi square test, revealed a statistically significant difference in responses based attendance at the Logistics Plans and Programs Course, office symbol, and the number of years the individual has been working with UTCs.

As shown below in Table 3, respondents who attended the Logistics Plans and Programs course tended to rate overall training higher than those who did not attend the course. Forty-four percent of the Logistics Plans and Programs course graduates agreed with Question 1, 9% were neutral, and 47% disagreed. Only 19% of the respondents who did not attend the course agreed, 19% were neutral, and 62% disagreed with Question 1.

Table 3. Impact of the Logistics Plans and Programs Course
on Training Perceptions

<u>Response</u>	<u>Attended</u>	<u>Did Not</u>
	<u>Log Plans Course</u>	<u>Attend</u>
<u>Responses, number</u>	<u>Responses, number</u>	<u>Responses, number</u>
1 Strongly Agree	5	1
2	4	2
3	5	1
4 Neutral	3	4
5	7	3
6	4	6
7 Strongly Disagree	4	4

Thirteen participants said in comments pertaining to Question 1, that they had not had any formal training about UTCs: (All respondent comments are exactly as they were received. However, information which would identify the respondent has been removed where necessary.)

- I received no training whatsoever. I had some knowledge from a previous assignment.

- I have never been given training in the use of UTC's in MAC.

- All the training I received as an IMO came from other IMO's and AFR 28-4.

- Formal training with UTCs is non-existent. OJT is the only way you become proficient.

- No formal training. My only training has come from working with UTCs in my present job and as a Job Control duty officer and branch OIC.

- I have never seen any training program on UTC management.

- No formal, extensive training has been brought to my attention. Any knowledge I have received has been the result of reading regulations (i.e. AFR 28-3, 28-130, 28-345, 28-740.)

- I have never been allowed to attend any formal training since being converted to 66 AFSC.
- No training.
- Received training by self study of regulations and
- Most of my training on UTCs was on the job and self-help.
- Most of UTC knowledge was self obtained.

Respondents who had completed the course said the Logistics Plans and Programs course was good, but general in nature:

- Training at Lowry was very good but generic in nature. There are peculiarities associated with MAC UTC's that Lowry could not cover.
- The basic course at Lowry does not 'thoroughly cover' any subject and it isn't supposed to. The best training I had was actually working with UTC's at HQ MAC/LGMM.
- I think Lowry's Tech School should concentrate more on base level operations as opposed to MAJCOM and JCS.
- Course at Lowry barely touched on the subject. Other courses have not been made available.

More respondents who were working in LGX offices agreed that they received training than those who were managing UTCs in other offices. (See Table 4.) Thirty-eight percent of the LGX respondents agreed with Question 1, 17% were neutral, and 45% disagreed. Only 16% of the respondents from other offices agreed, 16% were neutral, and 67% disagreed.

Table 4. More LGX Respondents Agreed that They Received Training in Their UTC Responsibilities than Personnel in Other Offices

<u>Response</u>	<u>LGX, RMX</u>	<u>TR, DO, MA</u>
	<u>Responses, number</u>	<u>Responses, number</u>
1 Strongly Agree	5	1
2	6	1
3	5	0
4 Neutral	7	2
5	8	1
6	6	5
7 Strongly Disagree	5	2

Responses indicated that people working in TR, DO, and MA were often not given any training in UTC management:

- No training program exists to train TRX personnel in UTC management. It has been piece by piece learning.
- I was a 'non direct' conversion from 43191. All training concerning UTCs has been OJT.
- 6054s performing LGX duties should be allowed to attend at least one of the planning courses

Specific UTC Training Topics. The following analysis covers seven specific topic areas for training.

Fifty-three percent of the respondents said they had received training about JOPS. Twenty-six percent of those who received training rated the quantity of training they had received above average, 30% average, and 44% below average. Thirty-seven percent rated training quality above average, 44% average, and 19% below average. See Tables 5 and 6.

Table 5. A Comparison of Responses to Question 6B

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	2	7
2	0	0
3	5	19
4 Average	8	30
5	6	22
6	4	15
7 Poor	2	7
	<u>27</u>	<u>100</u>

Table 6. A Comparison of Responses to Question 6C

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	3	11
2	2	7
3	5	19
4 Average	12	44
5	1	4
6	4	15
7 Poor	0	0
	<u>27</u>	<u>100</u>

Sixty-six percent of the respondents said they had received training for base level LGX responsibilities. Fifty-seven percent rated the quantity of training above average, 24% average, and 19% below average. Sixty-three percent rated the quality of training above average, 23% average and 14% below average. See Tables 7 and 8.

Table 7. A Comparison of Responses to Question 8B

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	6	16
2	8	22
3	7	19
4 Average	9	24
5	4	11
6	3	8
7 Poor	0	0
	<u>37</u>	<u>100</u>

Table 8. A Comparison of Responses to Question 8C

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	7	20
2	6	17
3	9	26
4 Average	8	23
5	4	11
6	1	3
7 Poor	0	0
	<u>35</u>	<u>100</u>

Many respondents said that the most of their training was OJT:

- On the job! &(Denver LGX) tech.
- Training was given on the job by fairly knowledgeable people.
- Again training was OJT.
- Hands on.

Several respondents said more specialized, detailed, training is needed:

- One 5 week school is okay to get new log planners started but it should be followed up with specialized formal training as required.
- Need more time on base level activities.
- I feel it could have been more in depth, step by step.
- More time was needed for COMPES.

Forty-five percent of the respondents said they had received training to perform pilot unit responsibilities. Of these, 48% rated the quantity of this training above average, 24% average, and 28% below average. Fifty-one percent rated quality of this training above average, 29% average, and 20% below average. See Tables 9 and 10.

Table 9. A Comparison of Responses to Question 10B

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	4	16
2	4	16
3	4	16
4 Average	6	24
5	2	8
6	4	16
7 Poor	1	4
	<hr/> 25	<hr/> 100

Table 10. A Comparison of Responses to Question 10C

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	3	13
2	5	21
3	4	17
4 Average	7	29
5	1	4
6	2	8
7 Poor	2	8
	<hr/> 24	<hr/> 100

Twenty-five percent of the participants said they had received training to prepare them for working with other base level offices with UTC responsibilities. Of these, 38% rated the quantity of training above average, 37% average, and 25% below average. Thirty-three percent rated the quality of training above average, 46% average, and 21% below average. See Tables 11 and 12.

Table 11. A Comparison of Responses to Question 12B

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	2	13
2	0	0
3	4	25
4 Average	6	37
5	1	6
6	2	13
7 Poor	1	6
	<hr/> 16	<hr/> 100

Table 12. A Comparison of Responses to Question 12C

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	2	13
2	1	7
3	2	13
4 Average	7	46
5	1	7
6	1	7
7 Poor	1	7
	<hr/> 15	<hr/> 100

Twenty-six percent of the respondents said they had received training about the duties of UTC Functional Managers. Of these, 50% rated training quantity above average, 14% average, and 36% below average. Fifty-five percent rated training quality above average, 15% average, and 30% below average. See Tables 13 and 14.

Table 13. A Comparison of Responses to Question 14B

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	2	14
2	3	22
3	2	14
4 Average	2	14
5	2	14
6	1	8
7 Poor	2	14
	<hr/> 14	<hr/> 100

Table 14. A Comparison of Responses to Question 14C

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	2	15
2	2	15
3	3	25
4 Average	2	15
5	2	15
6	0	0
7 Poor	2	15
	<hr/> 13	<hr/> 100

Twenty-eight percent of the respondents said they had received training about UTC assistance from HQ MAC. Of these, 44% rated quantity of training they had received above average, 38% average, and 18% below average. Fifty-six percent rated quality above average, 38% average, and 6% below average. See Tables 15 and 16.

Table 15. A Comparison of Responses to Question 16B

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	1	6
2	3	19
3	3	19
4 Average	6	38
5	1	6
6	1	6
7 Poor	1	6
	<hr/> 16	<hr/> 100

Table 16. A Comparison of Responses to Question 16C

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	0	6
2	2	25
3	2	25
4 Average	4	38
5	2	0
6	1	0
7 Poor	1	6
	<hr/> 12	<hr/> 100

Twenty percent of the respondents said they had received training about UTC assistance from HQ USAF. Of these, 34% rated the quantity of training above average, 33% average, and 33% below average. Thirty-six percent rated the quality of training above average, 36% average, and 28% below average. See Tables 17 and 18.

Table 17. A Comparison of Responses to Question 18B

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	0	0
2	2	17
3	2	17
4 Average	4	33
5	2	17
6	1	8
7 Poor	1	8
	<hr/> 12	<hr/> 100

Table 18. A Comparison of Responses to Question 18C

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Excellent	0	0
2	2	18
3	2	18
4 Average	4	36
5	2	18
6	1	10
7 Poor	0	0
	<u>15</u>	<u>100</u>

A summary of the responses about preceding training topics follows in Tables 19, 20, and 21.

Table 19. A Summary of Responses to Training Queries

<u>Topic</u>	<u>Yes Responses, Number</u>	<u>Yes Responses, Percent</u>
JOPS	28	53
Base Level LGX Responsibilities	35	66
Pilot Unit Responsibilities	23	45
Other Base Level Offices' Responsibilities	13	25
Functional Manager Responsibilities	14	26
Other HQ MAC Offices' Responsibilities	15	28
HQ USAF Responsible Offices	10	20

Table 20. A Summary of Responses on Quantity of Training

<u>Topic</u>	<u>Above</u>	<u>Below</u>	
	<u>Average</u>	<u>Average</u>	<u>Average</u>
JOPS	26	30	44
Base Level LGX Responsibilities	57	24	19
Pilot Unit Responsibilities	48	24	28
Other Base Level Offices' Responsibilities	38	37	25
Functional Manager Responsibilities	50	14	35
Other HQ MAC Offices' Responsibilities	44	38	18
HQ USAF Responsible Offices	34	33	33

Table 21. A Summary of Responses on Quality of Training

<u>Topic</u>	<u>Above</u>	<u>Below</u>	
	<u>Average</u>	<u>Average</u>	<u>Average</u>
JOPS	37	44	19
Base Level LGX Responsibilities	63	23	14
Pilot Unit Responsibilities	51	29	20
Other Base Level Offices' Responsibilities	33	46	21
Functional Manager Responsibilities	55	15	30
Other HQ MAC Offices' Responsibilities	56	38	6
HQ USAF Responsible Offices	36	36	28

The preceeding information pertaining to training perceptions indicates that UTC managers in MAC perceive that they need additional training. Only 33% of the respondents agreed that they had been given training which thoroughly covered their current job responsibilities. The preceeding tables indicate that the majority of UTC managers do not perceive that they have received training in the seven topic areas listed in the informal questionnaire. (See Table 19.) No more than 35% of the respondents perceived that they had received training in any particular area (Base Level LGX

Responsibilities.) And as few as 10% had received training in one area (HQ USAF UTC Responsibilities.)

Communications

Thirty-seven percent of the respondents agreed with Question 2, 17% were neutral, and 46% disagreed:

I receive guidance about any UTC policy or procedures changes soon after the changes. (I don't have to wait a long time to hear that I should be doing something different.)

Eighty percent of the respondent comments about Question 2 stated that information flow to the base level is slow and often informal:

- UTC changes are not normally coordinated/advertised by the HQ functional managers. Therefore you don't know you should be working something until you have problems!
- Being stationed overseas, we don't always receive word about changes until a few months have passed.
- Policy/procedures are developed or changed without the benefit of a survey of base-level knowledge.
- Most changes to UTCs are made by functional managers at MAJCOM level through message traffic, MANFOR and LOGDET. LOGDETs are not distributed on a quarterly basis as required.
- I have to rely on my higher headquarters to keep me updated. Occasionally they do not pass information along in a timely manner.
- Changes to OPlan taskings do not keep up to changes functional managers make to unit capabilities.
- I haven't seen anything since I've been assigned to MAC other than MACR 28-1.
- Manpower and material changes need to put out as they happen by message, do not, wasn't until the next update of the LOGDET or OPlan.

- Policy or procedure changes are almost always learned about through informal communications.
- Never received any changes.
- The pilot unit process is slow. Non-pilot units are slow to respond to suggested changes.
- Usually a trial and routine by base level planners. Pilot units need to provide more message traffic of proposed/approved changes.

A summary of the responses to Question 2 are shown in Table 22.

Table 22. A Comparison of Responses to Question 2.

<u>Response</u>	<u>Responses, number</u>	<u>Response, percent</u>
1 Strongly Agree	2	4
2	6	11
3	12	22
4 Agree	9	17
5	11	20
6	10	19
7 Strongly Disagree	4	7
	<u>54</u>	<u>100</u>

Standardization

There was a statistically significant difference between the responses to Questions 3 and 4, which asked if UTC management procedures are supposed to be standard and if they actually are standard. Fifty-four percent of the respondents agreed that UTC procedures are supposed to be standard, 19% were neutral, and 27% disagreed that UTC procedures are supposed to be standard. Thirty percent

agreed that UTC procedures actually are standard, 33% were neutral, and 37% disagreed that UTC procedures actually are standard in MAC. (See Table 23.)

Table 23. UTC Procedure Standardization

	Question 3 Procedures are supposed to be standard	Question 4 Procedures are standard
<u>Response</u>	<u>Responses, number</u>	<u>Responses, number</u>
1 Strongly Agree	12	3
2	9	6
3	8	7
4 Neutral	10	18
5	5	4
6	7	10
7 Strongly Disagree	3	6
	----- 54	----- 54

Many comments emphasized that procedures should be standard but are not currently:

- Standardized procedures are mandatory if MAC units are to be able to use other MAJCOM managed UTC's. The recent uploads of Enhanced LOGMOD-B point this out.
- I believe that standardization is the goal but I don't believe that goal is within close range.
- We are a tenant on a USAFE base. MAC and USAFE approach UTCs from different perspectives. They are compatible, but require some close coordination.
- As long as MAC, TAC, and SAC change or add guidance through supplements, procedures will not be standard.
- There are no standardized procedures for managing UTCs. It would be super if there were standardized procedures in an Air Force reg. or pub.

- UTC management should be standard through-out the Air Force. There is enough flexibility (too much right now) to accommodate the different types of missions throughout the Air Force.
- UTC procedures are nonstandard. They are up to the whim of the powers-that-be and the way they perceive mobility and war planning.
- Because of lack of guidance each unit has developed their own procedures!
- Some units in MAC do not use the UTC system (Particular inc. no.) when deploying their ALCE's.
- Unfortunately, most people have had to learn through trial and error, resulting in many different methods.
- I am not sure procedures are standard at all MAC bases but they should be. Telephone calls to other units (including pilot units) reflect little standard formal training in this area.

Although most of the participants believed that UTC management procedures should be standard, several respondents felt very strongly that the focus should be on meeting the mission, not standardization:

- UTC's interface with several other systems. To imply that all bases use them identically invites the treatment of UTC's as an "end" rather than a "means."
- Do not believe all MAC wings can or "should" use UTC's the same. UTC's work well in planning stages and they work well when all items in the UTC's are deployed. They do not work well when units are required to pare/tailor the tasking to fit the MOG, mission, requirement, location, etc. This is particularly true in strategic wings that deploy ALCE's to a variety of locations to work a variety of missions. It would be far more simpler to just create the tasking support as needed.
- However - MAC seems to be a unique command regarding specific unit taskings. Standardization of UTCs throughout the AF is fine, but if the products don't benefit the units mobilizing, is it really a productive gain?

- I have some reservations when using the word 'all.' There are missions/tasks that preclude across the board standardization.

- Missions, and therefore taskings, vary from base to base. UTC management will of necessity vary as well.

- Deployment of strategic airlift forces requires many adjustments to standard UTC's. Implicit in a UTC is the idea that resources required to do a job are the same wherever the job is going to be done. This is not true.

- I hope not.

- The desire to develop a uniform system of identifying resource packages and their obvious benefits should not be allowed to distort the fact that UTCs are a means to an end. The end is the deployment of the proper resources to the proper place at the right time. Within MAC, the systems has not recognized the operational differences in strat and TAC aircraft units. These differences must be recognized and allowances must be made to insure that units meet their airlift commitments and not simply 'deploy the proper (perceived) UTC.'

The questionnaire responses indicate that, although 54% of the respondents realized that UTC procedures are supposed to be standard, only 30% of the respondents agreed that UTC procedures actually are standard between bases.

UTC Managers' Handbook

Seventeen questions on the informal questionnaire were used to determine potential benefits and contents of a reference and training handbook for base level UTC managers. Question 5 was used to determine the participants' reactions to a potential handbook:

5. A reference handbook should be produced for MAC base level LGX staffs who are working with UTCs.

The participants' responses were overwhelmingly in favor of producing a handbook, with 77% of the respondents agreeing, 19% neutral, and 4% disagreeing. "Any well planned, informative guidance is always helpful," explained one respondent; a second respondent said, "I feel this would be beneficial to all personnel who work with UTCs"; a third said simply, "Please!" A summary of responses is shown in Table 24, below:

Table 24. A Comparison of Responses to Question 5

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	24	44
2	11	20
3	7	13
4 Agree	10	19
5	1	2
6	1	2
7 Strongly Disagree	0	0
	<u>54</u>	<u>100</u>

Several participants commented on perceived benefits of the handbook:

- Consistency and continuity would be the results.
- Only way to increase standardization and alleviate confusion.
- Specialized training in UTC management is definitely needed to cut down the learning curve.
- For training new personnel.

The respondents indicated that to be beneficial, the handbook would need to be written in layman's terms, indexed for quick referencing, easy to maintain, and cross referenced to any other publications that involve UTC management.

- These areas are good

- providing the reference manual is changed or changes are periodically provided. Simplification is one objective my office has been working towards. If this manual is reader-simple where as a new person straight out of tech school can understand it- we would definitely use it!

- Only if it were a quick reference (simple) - rather than a mind boggling manual.

- A work that covered the spectrum (requirement/purpose, development, management, tailoring to fit a variety of needs) would/could be very difficult to maintain and keep current

- The manual should list references (regs, pubs, etc.) where UTC guidance can be found - for example AFR 28-3 Chapter Sec 9 contains pilot unit information

- Great idea for a ready reference

Several respondents saw the handbook as a resolution to the standardization issues in UTC management, previously discussed earlier in this chapter. The participants said that the handbook would be most beneficial if it held the final word on UTC management procedures. Currently, many handbooks and helpful guides list procedures that are not 'blessed' by higher headquarters and consequently only give the authors' opinions of UTC management procedures. If the handbook were approved by the proper level of authority, all other redundant guidance could be eliminated - giving the UTC manager one primary source for all of his information on UTC management.

- A reference manual is not needed until standardized/mandatory UTC management procedures are published.
- Would be nice - but there will be reluctance (to change) from offices (like mine) that have already set up procedures.
- Difficult to sell - each unit could say that their role is unique even with the same type of MDS - because of theatre role
- HQMAC needs to recognize the difference between strategic and tactical airlift and publish separate guides for each.
- At this time most UTC guidance is contained in numerous regs and manuals and should be compiled into one manual/reg.
- Direct no-nonsense information is much easier to digest than wading through various regulations and manuals.

Comments from the 4% of the respondents that disagreed

that the handbook should be published included:

- Not required. Too narrow an objective.
- I'm not sure at this time what benefits we will receive from this type of manual.
- Once everyone has worked the 'ZZ' system and 28-740 is 'rewritten' to cover the subtle areas currently not covered, I felt that there'll be enough information available to the field to do the job
- MACR 28-1 does a fairly good job for MAC units

The remaining 16 questions about the handbook focused on specific content areas.

Question 7 was:

7. If produced, the manual should include information about the Joint Operations Planning System (JOPS) and an explanation of why UTCs are an important part of this system.

Eighty-five percent of the respondents agree that JOPS should be included in the handbook, 9% were neutral, and 6% disagreed. Many respondents commented that the information should only be covered briefly and concentrate on the relationship between JOPS and the base level UTC manager.

- Good idea, if you don't get too carried away. This manual is for wing level planners who deal very little with JOPS.

- JOPS should be covered briefly to show the connection between UTCs (pilot unit input) and the TUCHA - movement, and the JOPS interface on DTE world.

- Again, a general explanation is all I feel is required. How to support that system (JOPS) at my level is what I need a thorough understanding of.

- But it should tie into the relationships at base level. A lot of info in print is a little higher up than wing level loggies care to read. We want answers to our problems.

- Overviews at schools and conferences are not adequate.

- JOP is quickly becoming an integral part of the NAF "Loggies" job and will soon be at base level.

- It is always important to try to understand the "big picture."

A summary of responses to Question 7 follow in Table 25:

Table 25. A Comparison of Responses to Question 7

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	21	39
2	17	31
3	8	15
4 Agree	5	9
5	1	2
6	2	4
7 Strongly Disagree	0	0
	<u>54</u>	<u>100</u>

Eighty-two percent of the participants agree with Question 9, 10% were neutral, and 8% disagreed. Question 9 pertained to base level LGX responsibilities:

9. If produced, the manual should contain information about base level LGX responsibilities. One example of these responsibilities is: the base LGX office validates the AF Form 601 received from the base unit equipment custodian and determines the need as it applies to mobility. This verification of need normally involves an actual tasking in either an OPLAN or the particular unit's designed operation capability (DOC) statement. A tasking constitutes authority to obtain mobility items. The base LGX office validates this tasking. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

One respondent said, "This kind of information is exactly what is needed." A summary of responses to Question 9 follow in Table 26:

Table 26. A Comparison of Responses to Question 9

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	20	38
2	17	33
3	6	11
4 Agree	5	10
5	1	2
6	1	2
7 Strongly Disagree	2	4
	<hr/> 52	<hr/> 100

Ninety-two percent of the respondents agreed with Question 11, 6% were neutral, and 2% disagreed. Question 11 pertained to pilot unit responsibilities:

11. If produced the manual should contain information about pilot unit responsibilities. An example of these responsibilities is: pilot units report the logistics detail data to their MAJCOM for inclusion/update of the MAJCOM LOGFOR file. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

Participants said:

- Pilot unit responsibilities are an integral part of the UTC management process.
- Pilot units need to understand why this data is important and must be correct.
- Definitely. We have a pilot unit that was not notified of its status or responsibilities until very late in the planning cycle.
- It should be more in depth than AFM 28-345 or AFM 28-740 Vol II.
- The manual should also provide guidance on how to best conduct a UTC review at base level (working group, staff summary, etc.) It's essential to include guidance to use the TA when conducting UTC reviews. The UTC review should include both personnel/material portions of the UTC.

- The ground-work that must be made in building a UTC at the base-level. So many times HQ is so saturated with other duties and the 'field' knowledge is in the base-level unit. Such a manual would be extremely helpful in accomplishing this task.

A summary of responses to Question 11 follow in Table 27:

Table 27. A Comparison of Responses to Question 11

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	30	59
2	8	16
3	9	17
4 Agree	3	6
5	0	0
6	1	2
7 Strongly Disagree	0	0
	<u>51</u>	<u>100</u>

Ninety-six percent of the respondents agreed with Question 13, 2% were neutral, and 2% disagreed. Question 13 pertained to other base level offices with UTC responsibilities:

13. If produced, the manual should contain information about other base level offices with UTC responsibilities. One example of these responsibilities is: the base level Combat Plans office is responsible for developing a classified Basic Unit Supplement Attachment for each OPlan. This attachment lists the classified destinations for the UTCs in the Part IV of the Base Mobility Plan developed by the Resource Plans office (LGX). [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

Respondents said:

- I strongly support info on other functional areas and their involvement in UTCs."
- DOX, LGX and DPMUX have to work closely to ensure all taskings are covered and correct.

- This is also pertinent and essential in UTC management process.

- I learned about this area only by working with our DOX office.

- (The manual should include information on) Inter agency coordination requirements i.e. DOX, intel, transportation, services, fuels/LOX, Crisis Action Team/Battle Staff. What do other offices do, etc. Personnel side of COMPES, DMD levy transactions, the whys vs. whats and hows.

A summary of responses to Question 13 follow in Table 28:

Table 28. A Comparison of Responses to Question 13

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	23	44
2	14	26
3	14	26
4 Agree	1	2
5	1	2
6	0	0
7 Strongly Disagree	0	0
	<u>53</u>	<u>100</u>

Eighty-seven percent of the respondents agreed with Question 15, 9% were neutral, and 4% disagreed. Question 15 pertained to functional manager responsibilities:

15. If produced, the manual should contain information about HQ MAC staff UTC Functional Manager responsibilities. One example of these responsibilities is: the HQ MAC staff UTC functional manager is responsible for developing and coordinating the UTC MISCAP within 15 working days of the receipt of the MISCAP request with HQ MAC/XPMP. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

Respondents' comments indicate that they are having

problems working with functional managers to develop and change UTCs, largely due to lack of training.

- Putting this info in another document probably won't help, cause nobody follows MACR 28-1 anyway. UTC Management is not a high priority for functional managers.

- Then at least we'll have a reg. to hold functional managers feet to the fire.

- But keep the information related to the base level. How can the FM help me? When do I provide, what do I provide, information, etc.

- This is especially important for pilot units.

- Most base level personnel are not familiar with this process. Many messages requesting changes are misrouted.

- Definitely the weakest point in MACs UTC management. Functional managers are not trained.

A summary of responses to Question 15 follow in Table 29:

Table 29. A Comparison of Responses to Question 15

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	25	46
2	14	26
3	8	15
4 Agree	5	9
5	1	2
6	1	2
7 Strongly Disagree	0	0
	<hr/> 54	<hr/> 100

Ninety-one percent of the respondents agreed with Question 17, 7% were neutral, and 2% disagreed. Question 17 pertained to HQ MAC offices which can assist base level UTC managers:

17. If produced, the manual should contain a list and explanation of HQ MAC responsible offices. An example is: HQ MAC XPMP is responsible for reviewing and analyzing the results of the quarterly MANFOR updates to determine UTC accuracy, and ensuring corrective action is taken during the next update, if applicable. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

Respondent comments reemphasized areas pointed out in the communications section earlier in this chapter:

- We have been instructed not to call, write, or send messages to HQ MAC. All communication is done through numbered AF.
- Learned by doing. Time consuming, ineffective and frustrating.
- This would be very helpful to our base level LGX offices.
- What about the intermediate levels also, numbered AF, wings, etc.
- I learned this by building UTCs with the help of HQMAC/LGXW.
- Requests are constantly mis-routed and this greatly delays responses.
- (Include information about) Interface between HQ MAC/XPMP and base LGX for UTC MANFOR changes.

A summary of responses to Question 17 follow in Table 30:

Table 30. A Comparison of Responses to Question 17

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	27	50
2	8	15
3	14	26
4 Agree	4	7
5	0	0
6	1	2
7 Strongly Disagree	0	0
	<u>54</u>	<u>100</u>

Seventy-seven percent of the respondents agreed with Question 19, 17% were neutral, and 6% disagreed. Question 19 pertained to HQ USAF responsible offices:

19. If produced, the manual should contain a list and explanation of HQ USAF responsible offices. An example is: HQ USAF/XOXIC is the approving agency for all UTC requests. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

Respondents said that a brief explanation of HQ USAF offices would be helpful but that it is also important to follow the chain of command.

- Learned by doing. Time consuming, ineffective and frustrating.
- Units need to know this. This is helpful for base level LGX personnel also.
- Keep it short and sweet. HQMAC to base level is (I assume) HQUSAF to HQMAC - We don't deal much with the 'big boys' - we depend on NAFs and HQMAC.
- Units need to be familiar with this info. However, they also must know the 'chain of command' and requirements to remain within them.

A summary of the responses to Question 19 follows in Table 31.

Table 31. A Comparison of Responses to Question 19

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	18	34
2	9	17
3	14	26
4 Agree	9	17
5	1	2
6	1	2
7 Strongly Disagree	1	2
	<u>53</u>	<u>100</u>

Eighty-three percent of the respondents agreed with Question 20, 13% were neutral, and 4% disagreed. Question 20 pertained to a listing of DEPIDs in the handbook:

20. If produced, the manual should contain a list of Deployment Indicator Codes (DEPIDs) and their definitions, which explain the deployability categories and detail characteristics of UTC packages. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

One respondent stressed that DEPIDs were important in his comment, "All LGX (661) personnel should be familiar with these." Several respondents said that DEPIDs are readily available from other sources. Yet a few respondents' comments indicated that they did not know DEPIDs purpose and use:

- DEPIDS ?
- All abbreviations and unusual terms should be explained in a glossary.

- Not sure

Table 32. A Comparison of Responses to Question 20

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	21	39
2	11	20
3	13	24
4 Agree	7	13
5	1	2
6	0	0
7 Strongly Disagree	1	2
	<u>54</u>	<u>100</u>

Seventy-seven percent of the respondents agreed with Question 21, 15% were neutral, and 8% disagreed. Question 21 proposed listing available training courses:

21. If produced, the manual should contain a list of training courses which cover UTC information. An example is: the Logistics Plans and Programs Officer Course is designed to give an introduction to the Logistics Plans career field (AFSC 6621) with emphasis on the duties and responsibilities of a Logistics Plans Officer at wing or unit level. This course is offered by the 3440th Technical Training Group, Lowry Air Force Base, Colorado. [from the training course materials]

The participants said that this information would be beneficial. Several respondents indicated that they were concerned about who was permitted to attend training courses:

- Some restriction should be placed on those who can attend, let the worker bees attend, not the branch chiefs.
- Very difficult to determine all courses available to Log planners.

- Being in TRX (AFSC 605X, I would like to attend a block that could qualify 605X in responsibilities of mobility plans officer.
- If the courses are available to most of the personnel after completing the initial training (Most schools are not offered to enlisted after completion of tech school).
- I was a 'non direct' conversion from 43191. All training concerning UTCs has been OJT.
- 6054s performing LGX duties should be allowed to attend at least one of the planning courses

Summary information about the responses to Question 21 follows in Table 33:

Table 33. A Comparison of Responses to Question 21

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	23	42
2	10	18
3	9	17
4 Agree	8	15
5	1	2
6	2	4
7 Strongly Disagree	1	2
	<hr/> 54	<hr/> 100

Eighty-nine percent of the participants agreed with Question 22, 7% were neutral, and 4% disagreed. Question 22 proposed listing written resources in the handbook:

22. If produced, the manual should contain a list of available written resources for people working with UTCs. An example is: the Logistics Plans Officer Handbook, An Introduction to the World of Base-Level Logistics Plans outlines WRM, Reception Planning, Mobility, Agreement and Plans. This handbook was

produced by Air Force Logistics Management Center,
Gunter Air Force Station, Alabama.

Participants said:

- Anything to help the base level loggies. This will be very beneficial to base level LGX.
- Would be beneficial to list 'all' references, AF MAC reg/ manuals etc.
- Very good idea
- This would provide a better source of OJT training

Summary information about the responses to Question 22 follows in Table 34:

Table 34. A Comparison of Responses to Question 22

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	26	48
2	8	15
3	14	26
4 Agree	4	7
5	1	2
6	0	0
7 Strongly Disagree	1	2
	<u>54</u>	<u>100</u>

Ninety-three percent of the respondents agreed with Question 23, 5% were neutral, and 2% disagreed. Question 23 proposed listing available software:

23. If produced, the manual should contain a list of the software available to base level Resource Plans personnel working with UTCs, an explanation of the software's capabilities, and a point of contact for obtaining the software.

One respondent said, "With PCs available in each LGX office, this is a must to have item." Several respondents emphasized that only standard, approved software should be listed:

- Non-AF standard software that duplicates functions of AF systems should not be listed. Generic forms and input sheets would be OK.

- Only standard automated systems should be distributed.

Summary information about the responses to Question 23 follows in Table 35:

Table 35. A Comparison of Responses to Question 23

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	27	50
2	15	28
3	8	15
4 Agree	3	5
5	0	0
6	1	2
7 Strongly Disagree	0	0
	<hr/> 54	<hr/> 100

Ninety percent of the respondents agreed with Question 24, 4% were neutral, and 6% disagreed. Question 24 proposed including a list of definitions:

24. If produced, the manual should contain a list of definitions of terms applicable to base level Resource Plans staff who work with UTCs.

Respondents commented:

- Accuracy and completeness is the key. Must agree with the official AF pubs.
- These are also helpful, but you can probably find the terms in other reference material. However, this would consolidate the definitions in one book.
- LGX at base level requires this information
- That only makes sense.
- Yes, but they should be written in laymans language to facilitate learning

Summary information about the responses to Question 24 follows in Table 36:

Table 26. A Comparison of Responses to Question 24

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	24	44
2	11	20
3	14	26
4 Agree	2	4
5	1	2
6	1	2
7 Strongly Disagree	1	2
	<u>54</u>	<u>100</u>

Ninety-two percent of the participants agreed with Question 25, 4% were neutral, and 4% disagreed. Question 25 proposed a listing of abbreviations be included in the handbook:

25. If produced, the manual should contain a list of abbreviations of terms applicable to base level Resource Plans staff who work with UTCs.

Respondents commented:

- Accuracy and completeness is the key. Must agree with the official AF pubs.
- Different terms are used by different commands and different levels of command.
- Abbreviations are a way of life for loggies. This is also required for base level LGXs
- Yes!

Summary information about the responses to Question 25 are contained in Table 37:

Table 37. A Comparison of Responses to Question 25

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	25	46
2	12	22
3	13	24
4 Agree	2	4
5	0	0
6	1	2
7 Strongly Disagree	1	2
	<u>54</u>	<u>100</u>

Seventy-eight percent of the respondents agreed with Question 26, 18% were neutral, and 4% disagreed. Question 26 proposed that the handbook should contain an update section:

26. If produced, the manual should contain a manual update section to include all updates, current UTC issues under debate, and problems that are being fixed.

One respondent thought this section of the handbook might improve communications: 'Many things happen that the base level needs to know but aren't always informed.'

Negative comments focused on the work required to maintain this section. For example:

- Does not seem practical. Would serve more to create additional workload/jobs than to concentrate on finding fixes.
- This would be a bear to keep current.
- That would only work if there was a good flow of constant updates in regard to current issues and problem get well dates.
- Could help
- This section would prove valuable. However, maintenance would be almost impossible unless full time jobs were dedicated to keep it up to date.

Summary information about the responses to Question 26 follows in Table 38:

Table 38. A Comparison of Responses to Question 26

<u>Response</u>	<u>Responses, number</u>	<u>Responses, percent</u>
1 Strongly Agree	20	37
2	15	28
3	7	13
4 Agree	10	18
5	0	0
6	1	2
7 Strongly Disagree	1	2
	<hr/> 54	<hr/> 100

A summary of responses to the proposed handbook topic areas follows in Table 39:

Table 39. Summary of Responses to Proposed Handbook Topics

<u>Topic</u>	<u>% Agree</u>	<u>% Neutral</u>	<u>% Disagree</u>
JOPS	85	9	6
Base Level LGX	82	10	8
Responsibilities			
Pilot Unit	92	6	2
Responsibilities			
Other Base Level	96	2	2
Offices			
Functional Manager	87	9	4
Responsibilities			
HQ MAC Resp.	91	7	2
Offices			
HQ USAF Resp.	77	15	8
Offices			
DEPIDs	83	13	4
Training Courses	77	15	8
Written Resources	89	7	4
Software	93	5	2
Definitions	90	4	6
Abbreviations	92	4	4
Update Section	78	18	4

Question 27 asked the respondents to identify additional topics for the handbook:

27. Please list any other areas that you feel would be useful in a base level reference manual for MAC Resource Plans people who work with UTCs.

Respondents suggested the following additions to the handbook:

- Procedures in the manual need to include NAF responsibilities as well as MAJCOM.
- A list of functional managers office symbols by the UTC they manage.
- explanations regards non-wstas, guidance for unit mobility authorizations (DOC or OPlans), guidance for loggies on 'how to' read a T/A (table of allowance)
- Non-pilot unit responsibilities

- Section on the USAF WMP-3
- OPSEC/COMSEC

Seventy-seven percent of the respondents believed that a UTC managers handbook would be beneficial to MAC base level UTC managers. Over 76% of the respondents agreed that the topics listed in Table 39 should be included in the handbook, in addition to OPSEC, COMSEC, non-pilot unit responsibilities, NAF responsibilities, and a list of functional manager office symbols.

Respondents commented on the following areas where they are experiencing difficulties working with UTCs:

- Currently to work with personnel and material UTC you have two different sets of "fiche". If they could be combined so that associated personnel only UTCs and materials only UTCs were available on the same document it would expedite the wing "loggies" ability to do his job.
- Once UTC LOGDETs are distributed, especially to overseas units, acknowledgment of receipt should be done via msg to ensure all applicable units have received current UTCs/UTC data
- Biggest problem is getting the functional managers to do their jobs.

Many of the comments pertained to LGX responsibilities other than UTC management, which are not addressed by this thesis.

IV. Conclusions and Recommendations

The data collected with the informal questionnaire lead to the following conclusions about UTC management in MAC:

Conclusion 1: Personnel managing UTCs in MAC lack experience.

Although the respondents' averaged 5 years experience working with UTCs, 57% of the respondents had less than 5 years experience, and 13% had 1 year or less experience.

Conclusion 2: Base level UTC managers perceive that they have not been adequately trained.

Sixty-seven percent of the respondents did not agree that they had been given training which thoroughly covered their current job responsibilities of working with UTCs. One respondent stated, "I have never been given training in the use of UTCs in MAC."

Conclusion 3: Currently, there is no consistent training within the UTC Management field.

Only 40% of the respondents attended the general Logistics Plans and Programs course at Lowry AFB. Less than 9% of the respondents attended any of the other general management or planning courses available.

Conclusion 4: There are no consistent training topics within the UTC Management field:

The following seven topic areas within the UTC Management field were analyzed: JOPS, Base Level LGX Responsibilities, Pilot Unit Responsibilities, Other Base Level Offices with UTC Responsibilities, Functional Manager Responsibilities, Other HQ MAC Offices' Responsibilities, and HQ USAF UTC Responsibilities. No more than 35% of the respondents had been trained in any particular area (Base Level LGX Responsibilities.) And as few as 10% of the respondents had received training in one area (HQ USAF UTC Responsibilities.) Consequently, the training that the respondents have received does not consistently cover important topic areas in UTC Management.

Conclusion 5: UTC procedure and package standardization has not been achieved.

The questionnaire responses indicated that, although 54% of the respondents realized that UTC procedures are supposed to be standard throughout the Air Force, only 30% of the respondents agreed that UTC practices actually are standard between different bases. Training may account for part of this deficiency. One respondent explained, 'Unfortunately, most people have had to learn through trial and error, resulting in many different methods.'

Conclusion 6: A base level UTC Managers Handbook would help correct the perceived training deficiencies.

The respondents were overwhelmingly in favor of producing a handbook. Seventy-seven percent of the respondents agreed that a handbook would be beneficial and only 4% disagreed. The respondents indicated that to be beneficial, the handbook needed to be clear, concise, and easy to use and maintain.

Conclusion 7: A base level UTC Managers Handbook would lead to standard UTC procedures and Packages.

One respondent also suggested that the handbook might be a way to reduce redundant and sometimes conflicting guidance in the regulations. A second respondent commented, "Consistency and continuity would be the results." A third respondent commented, "Only way to increase standardization."

Conclusion 8: The UTC topic areas listed in Table 39 should be included if the handbook is produced.

Over 76% of the respondents agreed that each of the topic areas listed in Table 39 should be included in the handbook, and less than 8% disagreed.

Based on the cumulative thesis research and the preceding conclusions, I recommend:

Recommendation 1: Survey the remaining Air Force major commands to determine if the handbook would benefit their UTC managers.

This review of training reflects practices in MAC only. To be more useful to the USAF as a whole, all commands need to be included in the research. This would prevent omission of pertinent issues to UTC managers in other commands.

Recommendation 2: Publish an Air Force standard handbook for UTC managers and include only necessary command unique items in appendices.

In order to promote standardization; only approved, Air Force standard procedures should be included in the handbook. Individual command unique items should be relegated to an appendix to the handbook.

Recommendation 3: Assign responsibility to a single focal point to determine core and specialty training areas required for a comprehensive UTC managers training program.

Only by central direction can a comprehensive, consistent training program be developed to meet the needs of UTC managers. Once UTC managers have received training in the central UTC management issues, they then need specialty training in their particular job. For example functional managers and base level UTC managers would have different specialty training requirements.

Recommendation 4: Investigate other training alternatives for UTC Managers.

A wide variety of training techniques and tools should be used to correct the perceived training deficiencies. Formal classroom training, CAIs, handbooks, and seminars are only a few of the alternatives. Budget constraints are mandating that creative alternatives to formal classroom training bear more of the training burden.

Appendix A: Glossary of Common Warplanning Terms

This appendix lists acronyms, terms and definitions commonly used by UTC managers.

(ACSC) AIR COMMAND AND STAFF COLLEGE

(AD) AIR DIVISION (2,49)

(AFLC) AIR FORCE LOGISTICS COMMAND. An Air Force Major Command which operates the Air Force supply system under policy direction of HQ USAF. Its mission is to provide logistics support and services (except medical) for USAF organizations, systems, and other activities as directed by the Chief of Staff (16,3).

(AFR) AIR FORCE REGULATION (16,3)

(AFSC) AIR FORCE SPECIALTY CODE. A code used to describe a functional career field for officers and enlisted personnel (6624, and 661X0) (16,3).

ANNEXES. These are documents attached to the basic plan or order to make it clearer or to give further details (16,5).

BASE MOBILITY PLAN. A document which provides detailed procedures, instructions, and comprehensive data required to expeditiously deploy people and equipment (16,7).

(CA-CRL) CUSTODIAN AUTHORIZATION/CUSTODY RECEIPT LISTING. This is a machine run listing showing all authorizations, assets, and due outs for each custodian per organizational code (16,9).

CAPABILITY. The ability to execute a specified course of action (16,9).

CHAIN OF COMMAND. The succession of commanding officers from a superior to a subordinate through which command is exercised, also called command channel (9,20).

(COMPES) CONTINGENCY OPERATION/MOBILITY PLANNING AND EXECUTION SYSTEM. It provides a standard automated data system to capture, store, and report Air Force deployment logistics data from base level through MAJCOM headquarters to JCS, unified or specified command planning and reporting system (16,10).

(COMSEC) COMMUNICATIONS SECURITY. This denotes the protection resulting from any measures taken to : (1) deny unauthorized

persons information related to national security that might be derived from telecommunications or (2) to ensure authenticity of such telecommunications (16,10).

(CONPLAN) CONCEPT PLAN. This is a plan with overall concepts without specific details (16,10).

CONTINGENCY OR CONTINGENCY OPERATIONS. These operations have limited objectives less than general or limited war (16,11).

DATA. A representation of facts, concepts, or instructions using alphanumeric characteristics suitable for communication, interpretation, or processing by humans or by some automatic means (16,11).

DATA BASE. A group of data elements or related features arranged in a logical sequence (16,11).

DEPLOYMENT. The movement of forces to a desired area of operation (9,24).

(DEPID) DEPLOYMENT INDICATOR CODE. Defines deployability categories and detail (equipment only personnel only) characteristics of a UTC (9,24).

(DO) DEPUTY COMMANDER FOR OPERATIONS (2,49)

(DOD) DEPARTMENT OF DEFENSE (16,3)

EMPLOYMENT. The tactical usage of aircraft in a desired area of operation. In airlift operations, a movement of force into or within a combat zone or objective area, usually in the assault phase (16,14).

EXECUTION PLANNING. The part of operation planning in which a plan concept is translated into an OPORD (16,14).

(FMs) FORCE MODULE are a planning and execution tool based upon the concept of linking combat units with their supporting units and an appropriate amount of logistics supplies to sustain the units for a minimum of 30 days for a particular type of mission (9,27).

(HQ USAF) HEADQUARTERS UNITED STATES AIR FORCE (2,49)

(JCS) JOINT CHIEFS OF STAFF. The Joint Chiefs of Staff are the principle military advisors to the President and the Secretary of Defense and act as a corporate body representing the military departments (16,18).

(JDA) JOINT DEPLOYMENT AGENCY. An agency which coordinates and monitors time sensitive planning and execution of force and

resupply movements for deployment of CONUS-based Army and Air Force combat forces (16,18).

(JDS) JOINT DEPLOYMENT SYSTEM

(JOPS) JOINT OPERATION PLANNING SYSTEM. The planning system which establishes uniform policies and procedures to be used in the planning and support of joint military operations (16,18).

(LOGDET) LOGISTICS DETAIL REPORT. A computer oriented reported (sic) used for transmitting logistics detail data within the MEFFPAK system (16,20).

(LOGFOR) LOGISTICS FORCE PACKAGING SYSTEM. The LOGFOR is a subsystem of MAFFPAK and provides through its subsystems of LOGDET and LOGSUM detailed equipment and materiel requirements and summarized transportation characteristics (16,20).

LOGISTICS. Is the science of planning and carrying out the movement and maintenance of forces (16,20).

(LOGMOD B). LOGISTICS MODULE BASE. in COMPES, computer software program designed to provide base level planners with a tool to aid mobility programs (16,21).

(MA) DEPUTY COMMANDER FOR MAINTENANCE. (2,49)

(MAC) MILITARY AIRLIFT COMMAND. An Air Force Major Command charged with the diversified missions of global airlift and technical service (16,21).

(MAJCOM) MAJOR COMMAND. (MANPER) COMPES MANPOWER/PERSONNEL MODULE BASE LEVEL. The base level portion of the contingency operations/mobility planning execution system composed of a base level and a MAJCOM subsystem designed to provide a standardized automated system for flexible response (16,21).

(MANFOR) MANPOWER FORCE PACKAGING SYSTEM. The MANFOR is a subsystem of the MEFFPAK (16,21).

(MISCAP) MISSION CAPABILITY STATEMENT. This is a short paragraph associated with each UTC which describes significant employment information about the unit (16,23).

(NAF) NUMBERED AIR FORCE. (16,25)

(NCA) NATIONAL COMMAND AGENCY. (16,25)

NON-PILOT UNIT. A unit having a weapon system or functional tasking the same as a pilot (lead) unit (16,25).

(NON-WSTA) NON WEAPON SYSTEM TABLE OF ALLOWANCE. (16,25)

(OJT) ON-THE-JOB TRAINING. (2,50)

(OPLAN) OPERATIONS PLAN. A plan for a single operation or series of connected operations to be carried out simultaneously or in succession (16,25).

PACAF. PACIFIC AIR FORCES (16,25)

PILOT UNIT. A unit tasked to develop a standard part three of the Base Mobility plan for use by all units equipped with a specific weapon system. The pilot unit acts as the single point of contact for development and maintenance of a standard UTC (16,27).

STRATEGIC AIRLIFT. The continuous or sustained movement of units, personnel, and materiel in support of all DAD agencies between area commands, between the Continental United States (CONUS) and overseas and within an area of command when directed (16,33).

(TA) TABLE OF ALLOWANCES. A USAF publication which prescribes the maximum equipment allowances to perform certain duties or support specific functions (16,34).

TACTICAL AIRLIFT. The airlift which provides the immediate and responsive air movement and delivery of combat troops and supplies directly into objective areas... (16,34).

TAILORING. Revising a predefined mobility package prior to departure to allow for the existing personnel and materiel situation at the deployment location (16,34).

(TTC) TECHNICAL TRAINING CENTER

(USAFE) UNITED STATES AIR FORCES IN EUROPE (16,36)

(UTC) UNIT TYPE CODE. A five-character alphanumeric designator that describes a specific capability (16,36).

Appendix B: Training (4)

This appendix consists of general planning and management courses which provide UTC managers with basic information about warplanning and management techniques.

Professional Military Education, PME

PME courses cover general military training and are designed to help the individual handle increase responsibility. It can be completed in residence or by correspondence/seminar. PME is a key factor in promotions.

Enlisted PME Courses:

NCO Preparatory Course (NCOPC): This course is available to most airmen in the grade of A1C (with 30 months TIG), or SRA. It is a two week in-residence course conducted on most bases and is also available by correspondence.

Individuals are selected by their squadrons. Airmen must complete this course prior to selection to the grade of Sgt. Individuals are selected by their unit from a roster of eligible personnel.

NCO Leadership School (NCOLS): This course is available to most Sgts and SSgts. The course lasts four weeks and is available at most bases. Each MAJCOM determines the selection criteria, and selections are made at base level. CBPO Classification and training monitors the program in conjunction with the MAJCOM.

NCO Academy (NCOA): The NCO Academy is available to TSgts and MSgts and is offered in residence and/or correspondence. Although most MAJCOMs have an NCO Academy, individuals may attend and MAJCOM's academy. Course duration is about six weeks. Each MAJCOM establishes the selection criteria and each base selects individuals to attend.

Senior NCO Academy (SNCOA): The SNCOA is offered to selected SMSgt selectees and CMSgts who volunteer. It is available in residence and/or correspondence. The SNCOA is eight weeks and is located at Gunter AFS, Al. Individuals are selected by a board at MPC.

Officer PME Courses:

Squadron Officer School (S)S0: SOS is open to First Lieutenants or Captains with under seven years TAFCS. The school is available through correspondence and/or in residence Maxwell AFB, Al. Individuals are selected by their MAJCOMs or by MPC (if in conjunction with a PCS move).

Intermediate Service School (ISS): (The Air Force school is the Air Command and Staff College, ACSC). The Intermediate Service School is open to major selectees and Majors with less than 15 years TAFCS and civilian equivalents. The Air Force school is available through correspondence/seminar or in residence at Maxwell AFB. The in-residence course is ten months and is a PCS move.

Individuals are selected by MPC, normally in conjunction with their Major promotion board.

Senior Service School (SSS): (The Air Force School is the Air War College, AWC). The Senior Service School is open to all Lt Col selectees and above (for in-residence schools) or Majors with at least one year in grade (for correspondence or seminar). The in residence course is ten months, and is a PCS move. Individuals are selected by MPC, normally in conjunction with their Lt Col or Colonel promotion board.

Professional Continuing Education (AFIT)

Introduction to Logistics, WLOG 199

This course is an introductory course for logistics. It addresses the general concepts of logistics including both wholesale and retail operations over the broad range of logistics AFSCs.

Combat Logistics, WLOG 299

WLOG 299 is an in residence course which provides an overview of the wartime roles and responsibilities of the logistics manager in a wartime environment.

Logistics Management, WLOG 244

This course is designed to enhance the student's understanding of logistics at the national, acquisition, and functional levels. It provides heavy emphasis on acquisition, distribution, and support off weapons systems.

Combat Employment Institute, CEI

The Combat Employment Institute is assigned to Air University at Maxwell AFB and is responsible for developing and conducting education programs which prepare officers, selected NCOs, and DOD civilians for planning and executing tasks inherent to contingencies and/or war.

Combined Air Warfare Course, MAWC500

The Combined Air Warfare course prepares officers to fight a theater war. The course objective is to increase their effectiveness as members of a battle staff. The course stresses doctrine for force employment, the current military threat and allied capabilities, and finally, a computer aided war game.

Contingency/Wartime Planning Course, MCADRE002

This course provides training in planning procedures and systems used in contingency/ wartime planning. Discusses the Joint Operation Planning System, (JOPS), the Joint Strategic Capabilities Plan (JSCP), USAF War Mobilization plan (WMP) and the Joint Deployment System (JDS).

Emphasizes the planning process (AFR 28-3), mobility (AFR 28-4), mobilization (AFR 28-5), and COMPES (AFR 28-6).

Appendix C: Regulations Applicable to UTC Management
(2.51-52)

This appendix contains Air Force regulations that are commonly used by UTC managers.

AFR 28-3. USAF Operations Planning Process. Contains information on the preparation of OPLAN annexes and the management of UTCs.

AFR 28-4. USAF Mobility planning. This is your mobility bible. Includes mobility procedures and the requirement and format of the Base Mobility Plan.

AFR 28-6. Contingency Operation/Mobility Planning and Execution System (COMPES). Dictates the mandatory use of COMPES in deployment planning for all USAF agencies and provides a basic overview of the COMPES system.

AFR 123-1. The Inspection System. Covers the requirement for and provides procedures for setting up the USAF inspection program.

AFR 400-25. Logistics Plans Management. Outlines the structure and responsibilities of a base-level logistics plans office.

Appendix D: Informal Questionnaire

This appendix contains the entire informal questionnaire mailed to the respondents: cover letter, instructions, backg. section, and opinion section.



DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY
AIR FORCE INSTITUTE OF TECHNOLOGY
WRIGHT-PATTERSON AIR FORCE BASE OH 45433-6583

REPLY TO
ATTN OF:

AFIT/LSG (1LT Burk, AUTOVON 785-5435)

4 May 1988

SUBJECT:

Research Survey on Military Airlift Command Base Level Resource
Plans Personnel Reference Materials

TO:

Survey Participant

1. Please take time to complete the attached survey and
return it in the enclosed envelope within ten days.

2. This survey is part of an AFIT research project. The
survey will help determine if a reference manual should be
produced for the Military Airlift Command base level Resource
Plans personnel (LGX), who work with Unit Type Codes. The
survey will also help determine the manual's contents if a
need is identified.

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Organizational Sciences
School of Systems and Logistics

2 Atch
1. Survey
2. Return
Envelope

Survey Instructions

1. Overview:

A. Adequate training and communication are essential for Military Airlift Command, Resource Plans personnel to work with Unit Type Codes (UTCs) in the war planning process.

B. Your answers to the following survey are critical in helping to determine if a base-level reference manual should be produced for MAC LGX people who work with UTCs.

C. The initial survey has two parts: a background section and an opinion section.

D. The object of this research project is to obtain a consensus among survey participants. No more than three iterations of the opinion section of the survey should be required and each survey should take only about one hour of your time.

E. Prompt responses to each iteration will ensure successful completion of the survey and allow for feedback to you by the end of September 1988.

F. The final survey compilation will be totally anonymous and tracked through the survey control number in the right-hand corner of each survey. The background information will be compiled into aggregate data for the final results.

2. Survey terminology definitions:

A. Unit Type Code (UTC) - The five-character, alpha numeric designator that describes a specific capability which is associated with each type unit and allows the organization to be categorized into a kind or class having distinguishing characteristics. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

B. Joint Operations Planning System (JOPS) - this system is outlined in a JCS document, consisting of four volumes, which defines operational/contingency planning requirements, concepts, and procedures. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

C. Pilot Unit - a unit tasked to develop a standard logistics portion for use by all units with a specific weapon system. The pilot unit acts as a single point of contact for development and maintenance of a standard UTC. Pilot units report the logistics detail data to the MAJCOM

for inclusion and update of the MAJCOM LOGFOR file. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

D. Functional Manager - the MAJCOM agency having responsibility for specific areas in operations, planning and/ or support of the Air Force mission. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

E. Deployment Indicator Codes (DEPIDg) - define deployability categories and detail (equipment only, personnel only) characteristics of UTC packages. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

3. Specific Instructions:

A. Fill in the blanks for the background section of the survey.

B. In the opinion section, circle the number which best represents your opinion about each statement on the continuum between strongly agree and strongly disagree.

C. Provide supporting comments for your opinion. These comments are critical for valid survey results. They will be included with the next iteration of the survey and may persuade another respondent to rethink his opinion.

D. Please include any additional questions that you feel would improve the survey and they may be included in the next iteration.

E. Continuation sheets of paper are included for your convenience.

Privacy Act Statement

In accordance with Paragraph 8, AFR 12-35, the following information is provided by the Privacy Act of 1974:

A. Authority

- (1) 5 U.S.C. 301, Department Regulations, and/or
- (2) 10 U.S.C. 8012, Secretary of the Air Force, Powers Duties, Delegation by Compensation, and/or
- (3) DOD Instruction 1100.13, 17 Apr 68, Surveys of Department of Defense Personnel, and/or
- (4) AFR 30-23, 22 Sep 76, Air Force Personnel Survey Program.

B. Principal Purpose. The survey is being conducted to collect information to be used in research aimed at illuminating and providing inputs to the solution of problems of interest to the Air Force.

C. Routine Users. The survey data will be converted to information for use in research of management related problems. Results of the research, based on data provided, will be included in a master's thesis and, may also be included in published articles, reports, or texts. Distribution of the results of the research, based on the survey data, whether in written form or presented orally, will be unlimited.

D. Participation in this survey is entirely voluntary.

Background Section

1. Name: _____
2. Rank: _____
3. Autovon: _____
4. Current Job Title: _____
5. Number of Years in the Air Force: _____
6. Number of Years in Your Current Career Field: _____
7. Number of Years Experience Working with UTCs in Your Current Career Field: _____
8. Number of Years Experience Working with UTCs in any other Career Field: _____
9. Check the training courses you have attended that included information about UTCs:

_____ Logistics Plans and Programs Course at Lowry Air Force Base

_____ Air University Contingency Wartime Planning Course at Maxwell Air Force Base

_____ LOG 299 Combat Logistics, AFIT (formerly LOG 066)

_____ LOG 224 Logistics Management, AFIT

_____ Logistics Masters Degree Program, AFIT

_____ 21 AF COMPES Training, May 1986

_____ Other (Please List) _____

- _____
- _____
10. Check the conferences that included information about UTCs that you have attended:

_____ MAC Mobility Conference
(Please list years attended) _____

_____ MAC Readiness Course for Manpower, Oct 1986

----- USAF/ANG Worldwide Logistics Conference, Oct 1985

----- Other (Please List)

11. Comments: -----

12. Please attach a copy of your current job description to this survey when you return it.

Opinion Section

1. I was given training which thoroughly covered my current job responsibilities working with UTCs. (I am not hindered in performing my job working with UTCs by lack of training.)

Strongly Agree Neutral Strongly Disagree

1 2 3 4 5 6 7

Comments: (Particular areas where training is good or where more training would be helpful, etc.) _____

2. I receive guidance about any UTC policy or procedures changes soon after the changes. (I don't have to wait a long time to hear that I should be doing something different.)

Strongly Agree Neutral Strongly Disagree

1 2 3 4 5 6 7

Comments: _____

3. Standardized procedures between all base level Resource Plans offices for working with UTCs are an Air Force goal. (All base Resource Plans offices are supposed to perform their UTC responsibilities exactly alike.)

Strongly Agree Neutral Strongly Disagree

1 2 3 4 5 6 7

Comments: _____

4. Currently, UTC procedures are standard between base level Resource Plans offices. (I could walk in any other MAC base level LGX and find an individual who is doing the same job and following the same procedures for working with UTCs that I am.)

Strongly Agree			Neutral		Strongly Disagree	
1	2	3	4	5	6	7

Comments: _____

5. A reference manual should be produced for MAC base level LGX staffs who are working with UTCs.

Strongly Agree			Neutral		Strongly Disagree	
1	2	3	4	5	6	7

Comments: _____

6. I was given training about the Joint Operations Planning System (JOPS).

A. Please check the answer that applies

---- Yes (Please answer B and C below.)

---- No (Please skip B and C below and answer the next question.)

B. Please rate the quantity of this training.

Excellent			Average		Poor	
1	2	3	4	5	6	7

Comments: _____

C. Please rate the quality of this training.

Excellent			Average		Poor	
1	2	3	4	5	6	7

Comments: _____

7. If produced, the manual should include information about the Joint Operations Planning System (JOPS) and an explanation of why UTCs are an important part of this system.

Strongly Agree			Neutral			Strongly Disagree
1	2	3	4	5	6	7

Comments: _____

8. I received training about base level LGX responsibilities.

A. Please check the answer that applies
 ---- Yes (Please answer B and C below.)
 ---- No (Please skip B and C below and answer the next question.)

B. Please rate the quantity of this training.

Excellent			Average			Poor
1	2	3	4	5	6	7

Comments: _____

C. Please rate the quality of this training.

Excellent			Average			Poor
1	2	3	4	5	6	7

Comments: _____

9. If produced, the manual should contain information about base level LGX responsibilities. One example of these responsibilities is: the base LGX office validates the AF Form 601 received from the base unit equipment custodian and determines the need as it applies to mobility. This verification of need normally involves an actual tasking in either an OPLAN or the particular unit's designed operation capability (DOC) statement. A tasking constitutes authority to obtain mobility items. The base LGX office validates this tasking. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

Strongly Agree			Neutral			Strongly Disagree
1	2	3	4	5	6	7

Comments: _____

10. I received training about pilot unit responsibilities.

A. Please check the answer that applies

----- Yes (Please answer B and C below.)

----- No (Please skip B and C below and answer the next question.)

B. Please rate the quantity of this training.

Excellent			Average			Poor
1	2	3	4	5	6	7

Comments: _____

C. Please rate the quality of this training.

Excellent			Average			Poor
1	2	3	4	5	6	7

Comments: _____

11. If produced the manual should contain information about pilot unit responsibilities. An example of these responsibilities is: pilot units report the logistics detail data to their MAJCOM for inclusion/update of the MAJCOM LOGFOR file. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

Strongly Agree			Neutral	Strongly Disagree		
1	2	3	4	5	6	7

Comments: _____

12. I received training about other base level offices with UTC responsibilities.

A. Please check the answer that applies
---- Yes (Please answer B and C below.)
---- No (Please skip B and C below and answer the next question.)

B. Please rate the quantity of this training.

Excellent			Average			Poor	
1	2	3	4	5	6	7	

Comments: _____

C. Please rate the quality of this training.

Excellent			Average			Poor	
1	2	3	4	5	6	7	

Comments: _____

13. If produced, the manual should contain information about other base level offices with UTC responsibilities. One example of these responsibilities is: the base level Combat Plans office is responsible for developing a classified Basic Unit Supplement Attachment for each OPlan. This attachment lists the classified destinations for the UTCs in the Part IV of the Base Mobility Plan developed by the Resource Plans office (LGX). [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

Strongly Agree			Neutral		Strongly Disagree		
1	2	3	4	5	6	7	

Comments: _____

14. I received training about HQ MAC staff UTC Functional Manager responsibilities.

A. Please check the answer that applies
---- Yes (Please answer B and C below.)
---- No (Please skip B and C below and answer the next question.)

B. Please rate the quantity of this training.

Excellent	Average	Poor
-----------	---------	------

1	2	3	4	5	6	7
---	---	---	---	---	---	---

Comments: _____

C. Please rate the quality of this training.

Excellent	Average	Poor
-----------	---------	------

1	2	3	4	5	6	7
---	---	---	---	---	---	---

Comments: _____

15. If produced, the manual should contain information about HQ MAC staff UTC Functional Manager responsibilities. One example of these responsibilities is: the HQ MAC staff UTC functional manager is responsible for developing and coordinating the UTC MISCAP within 15 working days of the receipt of the MISCAP request with HQ MAC/XPMP. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

Strongly Agree Neutral Strongly Disagree

1	2	3	4	5	6	7
---	---	---	---	---	---	---

Comments: _____

16. I received training about which HQ MAC offices can help me with my UTC responsibilities.

A. Please check the answer that applies

____ Yes (Please answer B and C below.)

 No (Please skip B and C below and answer the next
 question.)

B. Please rate the quantity of this training.

Excellent	Average	Poor
-----------	---------	------

1 2 3 4 5 6 7

Comments: _____

C. Please rate the quality of this training.

Excellent	Average				Poor	
1	2	3	4	5	6	7

Comments: _____

17. If produced, the manual should contain a list and explanation of HQ MAC responsible offices. An example is: HQ MAC XPMP is responsible for reviewing and analyzing the results of the quarterly MANFOR updates to determine UTC accuracy, and ensuring corrective action is taken during the next update, if applicable. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

Strongly Agree	Neutral			Strongly Disagree		
1	2	3	4	5	6	7

Comments: _____

18. I received training about which HQ USAF responsible offices can help me with my UTC responsibilities.

- A. Please check the answer that applies
---- Yes (Please answer B and C below.)
---- No (Please skip B and C below and answer the next question.)

B. Please rate the quantity of this training.

Excellent	Average				Poor	
1	2	3	4	5	6	7

Comments: _____

C. Please rate the quality of this training.

Excellent		Average			Poor	
1	2	3	4	5	6	7

Comments: -----

19. If produced, the manual should contain a list and explanation of HQ USAF responsible offices. An example is: HQ USAF/XOXIC is the approving agency for all UTC requests. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

Strongly Agree			Neutral		Strongly Disagree	
1	2	3	4	5	6	7

Comments: -----

20. If produced, the manual should contain a list of Deployment Indicator Codes (DEPIDs) and their definitions, which explain the deployability categories and detail characteristics of UTC packages. [from the HQ MAC Unit Type Code (UTC) Functional Manager Handbook]

Strongly Agree			Neutral		Strongly Disagree	
1	2	3	4	5	6	7

Comments: -----

21. If produced, the manual should contain a list of training courses which cover UTC information. An example is: the Logistics Plans and Programs Officer Course is designed to give an introduction to the Logistics Plans career field (AFSC 6621) with emphasis on the duties and responsibilities

of a Logistics Plans Officer at wing or unit level. This course is offered by the 3440th Technical Training Group, Lowry Air Force Base, Colorado. [from the training course materials]

Strongly Agree			Neutral		Strongly Disagree	
1	2	3	4	5	6	7

Comments: _____

22. If produced, the manual should contain a list of available written resources for people working with UTCs. An example is: the Logistics Plans Officer Handbook, An Introduction to the World of Base-Level Logistics Plans outlines WRM, Reception Planning, Mobility, Agreement and Plans. This handbook was produced by Air Force Logistics Management Center, Gunter Air Force Station, Alabama.

Strongly Agree			Neutral		Strongly Disagree	
1	2	3	4	5	6	7

Comments: _____

23. If produced, the manual should contain a list of the software available to base level Resource Plans personnel working with UTCs, an explanation of the software's capabilities, and a point of contact for obtaining the software.

Strongly Agree			Neutral		Strongly Disagree	
1	2	3	4	5	6	7

Comments: _____

24. If produced, the manual should contain a list of definitions of terms applicable to base level Resource Plans staff who work with UTCs.

Strongly Agree

Neutral

Strongly Disagree

1

2

3

4

5

6

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Comments: -----

25. If produced, the manual should contain a list of abbreviations of terms applicable to base level Resource Plans staff who work with UTCs.

Strongly Agree

Neutral

Strongly Disagree

1

2

3

4

5

6

7

Comments: -----

26. If produced, the manual should contain a manual update section to include all updates, current UTC issues under debate, and problems that are being fixed.

Strongly Agree

Neutral

Strongly Disagree

1

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4

5

6

7

Comments: -----

27. Please list any other areas that you feel would be useful in a base level reference manual for MAC Resource Plans people who work with UTCs.

Appendix E: Likert-Type Scale Responses

This appendix contains the Likert-type scale responses to the opinion section of the informal questionnaire from the 54 respondents. The captions across the y axis of the appendix represent the question numbers and the numbers listed down the x axis represent the respondents.

	1	2	3	4	5	6A	6B	6C	7	8A	8B	8C	9
0	6	3	2	6	5	1	5	4	2	1	5	5	3
1	4	7	7	6	1	0			1	1	6	5	1
3	7	3	3	4	2	0			1	0			1
4	1	3	1	4	4	0			4	1	1	1	4
6	2	2	2	2	4	0			2	0			
7	5	5	4	4	2	1	6	6	1	1	4	4	3
10	3	2	5	4	1	1	3	2	2	1	1	1	1
12	6	6	6	7	6	1	4	4	2	0			1
13	3	4	6	4	4	1	3	3	5	1	3	3	2
14	5	6	5	4	3	1		3	6	1	4	4	7
15	5	4	2	4	4	1	4	4	6	1	6	3	4
16	5	3	1	6	2	0			2	1	3	3	2
17	7	6	6	6	2	0			1	0			1
21	3	4	4	4	3	1	4	4	4	1	1	1	3
22	3	5	4	6	1	0			2	1	4	3	2
24	7	7	1	7	1	0			1	1	4	4	1
25	1	7	1	7	1	1	4	1	1	1	3	1	1
26	2	5	1	5	1	1	5		4	1	2		7
27	4	2	1	2	4	0			3	0			1
28	2	3	3	3	4	1	3	4	3	1	3	3	5
29	5	5	3	3	3				3		5	5	3
32	1	2	3	3	1	1	5	4	1	1	4	4	1
35	5	5	2	4	1	0			1	0			1
36	6	3	3	4	3	1	4	4	4	0	6	4	
38	7	4	7	7	1	1	7	2	1	0			1
39	6	5	5	5	3	1	7	6	2	1	5	6	2
40	4	6	2	2	2	0			2	0			1
41	5	5	6	4	2	0			3	0			3
42	6	3	3	3	1	1	1	1	1	0			1
43	6	6	6	6	1	0			1	1	2	2	2
44	4	5	2	3	1	0			2	1	4	4	2
46	2	2	3	3	1	0			2	0			2
47	1	4	5	4	2	1	5	4	1	1	2	2	2
49	6	6	1	1	1	0			1	0			1
50	6	6	6	6	1	1	6	6	2	0			2
51	4	4	4	4	4	0			3	1	2	1	4
56	4	3	2	4	1	0			2	1	3	3	2
59	2	5	3	3	3	1	6	4	2	1	2	2	2
60	5	3	1	1	1	1	3	3	1	1	1	1	1
61	1	1	1	1	1	0			1	1	1	2	2
62	4	3	4	4	3	0			3	1	4	3	3
63	1	1	1	7	4	1	6	6	1	1	1	1	1
64	6	4	4	7	1	0			1	0			1
65	7	7	4	5	1	0			1	0			1
71	6	6	7	2	1	1	1	1	1	1	3	3	6
72	2	3	4	2	2	0			1	1	2	2	1
73	3	6	6	6	2	1	5	4	2	1	2	2	2
74	7	4	4	4	4	1	4	4	1	0			4
75	6	2	2	4	1	1	4	3	2	1	3	3	2
76	7	5	5	6	1	0			2	1	4	4	2
77	4	6	1	4	2	1	5	5	3	1	4	5	2
79	2	4	2	2	1	1	3	3	3	1	2	4	1
82	5	5	4	6	2	0			2	1	5		2
83	4	3	1	5	4	1	4	4	4	0			4

	10A	10B	10C	11	12A	12B	12C	13	14A	14B	14C	15	16A	16B
0	1	4	4	2	1	6	5	3	1	5	3	2	1	5
1	0	7	7	1	0	6	6	1	1	7	7	1	0	7
3	0			1	0			1	0			1	0	
4	0			1	0			1	0			1	0	
6	0				0			3	0			3	0	
7	1	6	6	1	0			2	1	5	5	2	1	4
10	1	4	4	1	0			1	0			1	0	
12	1	6	6	4	1	4	4	1	0			1	0	
13	1	5	5	2	1	4	4	2	0			2	0	
14	0			4	0			3	0			6	0	
15	1	4	4	6	1	4	4	4	1	2	3	5	1	4
16	0			2	0			2	0			2	0	
17	0			1	0			1	0			1	0	
21	1	1	1	3	1	1	1	3	1	2	2	1	1	2
22	1	5	3	3	0			2	0			2	1	3
24	0			1	0			1	0			1	0	
25	0			1	1	1	1	1	0			1	1	3
26	1	2		1	0	5		1	1	3		1	1	2
27	0			1	0			3	0			2	1	6
28	1	3	3	3	1	3	3	3	1	3	3	3	1	3
29				3		4	4	3				3		4
32	0			1	0			1	0			3	0	
35	0			1	0			1	0			1	0	
36					0			3	0			3	1	4
38	0			1	0			1	0			1	0	
39	1	6	7	3	1	7	7	2	1	7	7	2	0	
40	0			1	0			2	0			1	0	
41	0			3	0			3	0			3	0	
42	0			1	0			3	0			2	0	
43	0			2	0			2	0			2	0	
44	1	4	4	3	0			5	0			4	0	
46	0			1	0			2	0			2	0	
47	1	3	3	2	1	4	4	1	1	6	5	1	0	
49	0			1	0			1	0			1	0	
50	0			2	0			1	0			1	0	
51	1	3	2		1	3	2	3	0			4	0	
56	0			1	0			2	0			2	0	
59	1	4	4	2	1	4	4	2	0			4	0	
60	1	2	2	1	0			1	1	2	2	1	1	2
61	1	2	2	1	0			2	0			1	0	
62	1	4	4	3	0			3	1	4	4	3	1	4
63	1	1	1	1	1	3	3	1	0			1	0	
64	0			1	0			1	0			1	0	
65	0			1	0			1	0			4	0	
71	1	1	1	1	0			1	1	1	1	1	1	
72	1	2	2	1	0			2	1	4	4	2	1	4
73		6	4	2	0			2	0			4	0	
74	0			1	0			3	0			3	0	
75	0			1	0			1	0			2	0	
76	0			1	0			1	0			1	0	
77	0			1	0			1	0			1	0	
79	1	1	2	1	1	3	4	2	1	1	1	1	1	1
82	0			3	0			3	0			2	0	
83	1	3	3	4	0				0			1	0	

	16C	17	18A	18B	18C	19	20	21	22	23	24	25	26
0	4	3	1	5	5	3	4	6	5	3	3	3	4
1	7	1	0			1	1	1	1	1	1	1	1
3		1	0			1	2	1	1	1	1	1	3
4		1	0			1	1	4	4	4	1	1	1
6		2	0			3	4	3	3	3	3	3	4
7	4	1	0			3	3	1	1	1	1	1	1
10		1	1	5	5	1	2	3	3	2	3	3	1
12		1				1	1	4	4	2	1	1	1
13		2	0			2	3	2	2	2	2	2	2
14		6	0			7	7	7	7	7	7	7	7
15	3	4	1	4	4	4	4	6	4	4	6	6	6
16		3	0			3	3	1	3	1	2	2	2
17		1	0			1	1	1	1	1	1	1	1
21	2	1	1	2	2	1	1	1	1	1	1	1	1
22	3	3	0			4	3	5	2	2	3	3	4
24		1	0				1	3	1	1	1	1	2
25	3	1	0			6	4	1	1	1	1	1	1
26	2	1	0	7		4	4	4	3	3	1	1	4
27	2	3	0			5	1	3	1	1	5	1	4
28	3	3	1	3	3	4	3	2	3	2	3	3	3
29	4	3		4	4	3	3	3	3	2	3	3	3
32		3	0			4	2	1	1	1	1	1	2
35		1	0			1	1	1	1	1	1	1	1
36	4	3	0			3	5	3	3	2	3	2	3
38		1	0			1	1	1	1	1	1	1	1
39		2	0			2	2	2	2	2	2	2	3
40		2	0			3	3	2	2	3	3	3	2
41		3	0			3	3	4	3	3	3	3	3
42		1	0			1	1	1	1	1	1	1	1
43		2	1	4	4	2	2	2	2	2	2	2	2
44		4				4	2	1	1	3	3	3	2
46		2	0			2	2	1	1	1	1	1	1
47		1	1	6	6	1	2	1	1	1	2	2	1
49		1	0			1	1	1	1	1	1	1	1
50		1	0			2	1	4	2	2	2	2	2
51		4	0			4	3	2	2	2	2	2	4
56		3	0			2	3	2	2	2	2	2	2
59		3	0			3	2	2	3	1	3	3	4
60	2	1	1	2	2	1	1	1	1	1	1	1	1
61		1	0			3	2	1	1	1	1	1	1
62	4	3	0			3	3	2	3	2	2	2	2
63		1	0			1	1	1	1	1	1	1	1
64		3	0			3	2	4	4	4	4	4	2
65		1	0			1	1	1	1	1	1	1	1
71		1	0			1	1	1	1	1	1	1	1
72	4	1	1	3	3	2	1	1	1	1	1	1	1
73		2	0			4	3	4	3	2	3	3	2
74		1	0			1	1	3	1	1	4	4	4
75		2	0			2	1	3	3	1	3	3	2
76		1	0			1	4	1	1	3	1	1	4
77		1	0			2	1	1	1	1	1	1	2
79	1	1	1	4	4	3	1	4	1	1	2	2	3
82		3	0			3	3	2	3	3	3	3	2
83		4	0			4	4	3	3	2	2	2	4

Appendix F: Respondent Comments

This appendix contains all of the respondent comments to the opinion section of the informal questionnaire. The comments are maintained in their original form (no changes). However, information which would compromise respondent confidentiality has been removed.

QUESTION 1

- Training given by Lowry TTC was totally inadequate for my first assignment as a 66XX at HQ MAC. Almost all of my current knowledge and understanding was acquired through OJT.
- Because the training I didn't get would have been so long ago, I have overcome any hardships that I originally encountered.
- I received no training whatsoever. I had some knowledge from a previous assignment.
- Training at Lowry was very good but generic in nature. There are peculiarities associated with MAC UTC's that Lowry could not cover.
- I have never been given training in the use of UTC's in MAC.
- All the training I received as an IMO came from other IMO's and AFR 28-4.
- I have experienced situations in which the 'instructor' was not thoroughly familiar with the subject matter due to lack of hands-on experience.
- The basic course at Lowry does not 'thoroughly cover' any subject and it isn't supposed to. The best training I had was actually working with UTC's at HQ MAC/LGMM.
- Formal training with UTCs is non-existent. OJT is the only way you become proficient.
- No formal training. My only training has come from working with UTCs in my present job and as a Job Control duty officer and branch OIC.

- I'm not sure of your definition of training. The majority of the training I've received has been OJT - very little formal training.
- I have never seen any training program on UTC management. I have been assigned as a 661X0 in MAC, SAC, TAC, USAFE, and ATC and have never seen a training plan on UTC management. MAC has a regulation which provides some direction.
- More training in the areas of TA vs. LOGDET.
- I think Lowry's Tech School should concentrate more on base level operations as opposed to MAJCOM and JCS.
- COMPES was converting from BAMS when I attended Logistics plans course at Lowry. No formal training on the 'ZG' system was available. Newcomers seem to be a little uncomfortable regarding COMPES.
- Training was not very good. One must continue to work with UTCs to be proficient.
- I am not, now, hindered, however, the learning curve is very steep. Training in school of hard knocks. A good course of study would be to every Loggies' advantage, emphasis should be placed on the need for standard packages and why they are needed.
- No formal, extensive training has been brought to my attention. Any knowledge I have received has been the result of reading regulations (i.e. AFR 28-3, 28-130, 28-345, 28-740.)
- I have never been allowed to attend any formal training since being converted to 66 AFSC.
- No training program exists to train TRX personnel in UTC management. It has been piece by piece learning.
- No training.
- Any 661 who works with UTC's from Day to day should receive as much training as possible to be as knowledgeable with UTC packages.
- COMPES: especially the enhanced, on-line version.
- I would like to see a more extensive training course provided to all logisticians to include reviews, developments.
- I work with UTCs almost daily, yet only partially understand what is being tasked other than number of aircraft.

- Received training by self study of regulations and asking questions.
- COMPES.
- More training should be put on host-tenant support agreements (HTSA).
- Had no training; however, do not feel hindered in performing current duties.
- More training is needed for the users of the COMPES system, most of my knowledge was self taught.
- Course at Lowry barely touched on the subject. Other courses have not been made available.
- Most of my training on UTCs was on the job and self-help.
- Training at ATC Lowry Log Plans Tech School was brief. However, the additional CDC courses and the OJT training provided me with a good knowledge base. But I had a good supervisor who trained me. He was knowledgeable and a good instructor. More information should be provided.
- Functional managers need to receive some training, and understanding of their responsibilities as a FM i.e. taking C-130 pilots out of the cockpit one day and making him the FM requires a great deal of training.
- Most of UTC knowledge was self obtained.

QUESTION 2

- The advent of Enhanced LOGMOD-B has improved the flow of guidance from Air Staff on down.
- UTC changes are not normally coordinated/advertised by the HQ functional managers. Therefore you don't know you should be working something until you have problems!
- Being stationed overseas, we don't always receive word about changes until a few months have passed.
- I have never had a problem in this area.
- Other than command LGX shops (who have the same or less qualifications) there is no POC for UTC's.
- Policy/procedures are developed or changed without the benefit of a survey of base-level knowledge.

- Most changes to UTCs are made by functional managers at MAJCOM level through message traffic, MANFOR and LOGDET. LOGDETs are not distributed on a quarterly basis as required.
- I have to rely on my higher headquarters to keep me updated. Occasionally they do not pass information along in a timely manner.
- Changes to OPlan taskings do not keep up to changes functional managers make to unit capabilities.
- I haven't seen anything since I've been assigned to MAC other than MACR 28-1.
- Manpower and material changes need to put out as they happen by message, do not, wasn't until the next update of the LOGDET or OPlan.
- The information I've received to date has been acquired through trial and error. A concrete set of guidelines would make this much clearer.
- Most cases HHQ provides timely message guidance.
- Close personal communication with intermediate and HHQ.
- Policy or procedure changes are almost always learned about through informal communications.
- Information flow is adequate.
- Never received any changes.
- The pilot unit process is slow. Non-pilot units are slow to respond to suggested changes.
- Now that I'm at MAJCOM level I get the word on changes in a timely manner. When I was at base level we didn't always get the word about changes at all.
- Usually a trial and routine by base level planners. Pilot units need to provide more message traffic of proposed/approved changes.

QUESTION 3

- Standardized procedures are mandatory if MAC units are to be able to use other MAJCOM managed UTC's. The recent uploads of Enhanced LOGMOD-B point this out.

- Differ greatly from command to command.
- I believe that standardization is the goal but I don't believe that goal is within close range.
- UTC's interface with several other systems. To imply that all bases use them identically invites the treatment of UTC's as an 'end' rather than a 'means.'
- Do not believe all MAC wings can or 'should' use UTC's the same. UTC's work well in planning stages and they work well when all items in the UTC's are deployed. They do not work well when units are required to pare/tailor the tasking to fit the MOG, mission, requirement, location, etc. This is particularly true in strategic wings that deploy ALCE's to a variety of locations to work a variety of missions. It would be far more simpler to just create the tasking support as needed.
- All MAJCOM wing LGXs will vary.
- We are a tenant on a USAFE base. MAC and USAFE approach UTCs from different perspectives. They are compatible, but require some close coordination.
- We are a tenant on a USAFE base. MAC and USAFE approach UTCs from different perspectives. They are compatible, but require some close coordination.
- As long as MAC, TAC, and SAC change or add guidance through supplements, procedures will not be standard.
- There are no standardized procedures for managing UTCs. It would be super if there were standardized procedures in an Air Force reg. or pub.
- A handbook would be great but it should be driven by an AF Reg. or MAC Sup.
- However - MAC seems to be a unique command regarding specific unit taskings. Standardization of UTCs throughout the AF is fine, but if the products don't benefit the units mobilizing, is it really a productive gain?
- The only basic difference is skill level.
- I have some reservations when using the word 'all.' There are missions/tasks that preclude across the board standardization.
- Different pilot units for like UTCs do not confer with each other when establishing the UTC (i.e. MAPS UTC's and their increment numbering.)

- With only minor exceptions, UTC procedures should be standardized.
- I work at the squadron level. Our wing is a tenant unit on another MAJCOM base.
- The development of Part 4's for war plans is not working well. Most IMO's don't understand all requirements.
- The new LOGMOD-B system has greatly improved standardization of the UTCs.
- Missions, and therefore taskings, vary from base to base. UTC management will of necessity vary as well.
- UTC management should be standard through-out the Air Force. there is enough flexibility (too much right now) to accommodate the different types of missions throughout the Air Force.

QUESTION 4

- UTC procedures are nonstandard. They are up to the whim of the powers-that-be and the way they perceive mobility and war planning.
- Because of lack of guidance each unit has developed their own procedures!
- I don't know what other LGX offices do that is different from my office.
- I'm not fully aware of other MAC units. Therefore it would be unfair to answer this question honestly.
- Deployment of strategic airlift forces requires many adjustments to standard UTC's. Implicit in a UTC is the idea that resources required to do a job are the same wherever the job is going to be done. This is not true.
- Some units in MAC do not use the UTC system (Particular inc. no.) when deploying their ALCE's.
- No way of really knowing the answer to this.
- There are no set standards. Everyone has their own way of doing things.
- Don't know - no experience with base level LGX in MAC.

- I don't believe that, one base uses an unclassified DBase program to manage TPFDL info.
- Other than MACR 28-1, there are no procedures. I have had to provide guidance to our units at times.
- It should be but it's not.
- I have encountered personnel loading DOC UTC taskings instead of strictly OPlan taskings. Which is correct?
- Again, should be able to, but ... units unique requirements sometimes changes the looks of 'standard' UTCs to better fit their mission.
- Predominantly.
- Consensus is, whatever gets the job done.
- Unfortunately, most people have had to learn through trial and error, resulting in many different methods.
- Only been in MAC for 3 weeks.
- During an 85 SAV a particular UTC package was not being followed by LOGDET pilot procedures stated that this information is or will be standardized throughout MAC.
- I work in MAL and this is a pretty diversified job and I get tasked with a lot more than UTCs, which don't seem to be at the 'top of the list' for this office.
- I hope not.
- Not familiar enough with any other MAC base.
- I am not sure procedures are standard at all MAC bases but they should be. Telephone calls to other units (including pilot units) reflect little standard formal training in this area.
- The basic procedures are the same - there are some local differences but the guidelines are the same - in other words, I could operate (my way) in any office in MAC. There is flexibility within the system.

QUESTION 5

- A reference manual is not needed until standardized/mandatory UTC management procedures are published.

- Present guidance (ha-ha) is almost nonexistent.
- Only if it were a quick reference (simple) - rather than a mind boggling manual.
- Any well planned, informative guidance is always helpful.
- Not required. Too narrow an objective.
- I'm not sure at this time what benefits we will receive from this type of manual.
- I feel that before full publication, a draft of such a manual should be reviewed by MAC base level functional experts to judge it's worth.
- For what purpose?
- Consistency and continuity would be the results.
- Any information would be welcome.
- Would be nice - but there will be reluctance (to change) from offices (like mine) that have already set up procedures.
- I feel this would be beneficial to all personnel who work with UTCs
- for all numbered AF
- Once everyone has worked the 'ZZ' system and 28-740 is 'rewritten' to cover the subtle areas currently not covered, I feel that there'll be enough information available to the field to do the job
- for training new personnel
- I'm not sure how practical this could be. A work that covered the spectrum (requirement/purpose, development, management, tailoring to fit a variety of needs) would/could be very difficult to maintain and keep current
- Only way to increase standardization and alleviate confusion
- Please!
- Always
- This would be helpful

- Specialized training in UTC management is definitely needed to cut down the learning curve
- The manual should list references (regs, pubs, etc.) where UTC guidance can be found - for example AFR 28-3 Chapter Sec 9 contains pilot unit information
- Difficult to sell - each unit could say that their role is unique even with the same type of MDS - because of theatre role
- MACR 28-1 does a fairly good job for MAC units

QUESTION 6

- JOPS orientation training was not adequate to provide the info needed to do my current job
- Only exposure was at Lowry. this was very basic.
- Very little training was/is required for base level MAC loggies.
- Can't really answer this. I have had what I consider to be a great deal of training on JOPS, but how this quantity compares to the total available in DOD is unknown. So what is an average, poor or excellent quantity?
- Too detailed. Needs to be general in scope.
- It was adequate, but I question the need to go so deeply into it. I don't work at that level. A general understanding is required, though.
- Too much detail about the JCS/Air Staff agencies, JSCAP, JDS, etc., etc.
- The class I attended included 3 days of JDS hands on (computer) training. The 7-8 days on JOPS only served to make me curious.
- Log Plans course is too short (5 weeks).
- From CDCs.
- Hands on at MAJCOM LGXW.
- SOS/ACSC.
- Too much information in the short time of the course.

- I attended the JOPS ADP (ATC) course and received some input at Lowry. OJT also provided info.
- Only in SOS & ACSC.
- The people conducting the training kept saying they would only skim the subject because we didn't need in-depth knowledge at base level.
- I received very good training at both Lowry and at Maxwell, however on the job training would prove to be more valuable for learning.
- Again - in relation to what? In 1982 I took a JOPS course taught by AFSC experts - seemed to be a good course. ACSC also covers JOPS but not as in depth & Log Plans school at Lowry addresses also. I can compare those 3 courses but none other.
- For the time allotted, it was very informative.
- SOS/ACSC.
- Good could have been a little more in depth.
- The technical portion on this training has been good. the book work - Regs. on what is legal or standard - were not covered much except during OJT - self review of regs.

QUESTION 7

- Overviews at schools and conferences are not adequate.
- JOP is quickly becoming an integral part of the NAF "Loggies" job and will soon be at base level.
- It is always important to try to understand the "big picture."
- I feel the people who will be looking at this manual will already have learned what JOPS is.
- The base level logistics person needs to know how to do the job. If that person wants to pursue a job at HHQ, then JOPS training would be useful.
- I personally think there is enough information taught about JOPS already.
- The more knowledge a loggie has the easier his job becomes.

- This is helpful for personnel working with JOPS.
- Again, a general explanation is all I feel is required. How to support that system (JOPS) at my level is what I need a thorough understanding of.
- But it should tie into the relationships at base level. A lot of info in print is a little higher up than wing level loggies care to read. We want answers to our problems.
- Some - don't get carried away.
- Most definitely.
- If we are supposed to use it, explain it!
- This would give more of the 'big picture to base level users.
- Good idea, if you don't get too carried away. This manual is for wing level planners who deal very little with JOPS.
- JOPS should be covered briefly to show the connection between UTCs (pilot unit input) and the TUCHA - movement, and the JOPS interface on DTE world.
- Information all ready available in AFR 28-3.

QUESTION 8

- Most of the training provided was from HQ TAC developed procedures and they differ from SAC, MAC, USAFE, and all other command procedures.
- On the job! & (Denver LGX) tech.
- Some areas were only explained briefly i.e. COMPES, Mobility.
- Training was given on the job by fairly knowledgeable people.
- Too much on COMPES & not enough on mobility.
- Again training was OJT.
- The tech school I attended at the time was fairly new and did not really cover everything. I understand it has improved and covers some UTC management.
- Need more time on base level activities.

- I feel it could have been more in depth, step by step.
- More time was needed for COMPES.
- 13 years ago at Lowry - a lots happened since then.
- Hands on.
- Lowry presented a good program, it was weak in COMPES and war plans.
- One 5 week school is okay to get new log planners started but it should be followed up with specialized formal training as required.
- I have been taught the requirements of the LGX office in detail. Although I'm not an expert in each area, I am familiar with all functions - Lowry and OJT provided training.
- Scratched the surface at best, however training was received in '81. I had no idea how to do a base parking plan, figure out how to compute a MOG, Work host-tenant support agreement, deploy a 16 PAA C-130 unit, etc.
- When I was trained the field was so new that experienced people were few-and-far-between. The instructors had text but not real world experience.
- On the job! & (Denver LGX) tech.
- Non-existent.
- Better than average ATC school.
- At the time I went, the quality of training was average. It covered essentials required by ATC.
- Quality was good.
- Hands on.
- Technical training is so-so. it's a good introduction but OJT needs improvement. The 623 is too broad.

QUESTION 9

- At this time most UTC guidance is contained in numerous regs and manuals and should be compiled into one manual/reg.

- Too much has been written about what we do we need something to tell us how we do it.
- I'm not sure what I would use such a manual for.
- Direct no-nonsense information is much easier to digest than wading through various regulations and manuals.
- Guidance is now in 67-23 and 671-1 if consolidated in an official source.
- Mobility and UTC mgt go hand in hand. You need to know your taskings, plans, and UTC mgt to provide the units their required support.
- I thought AFF 601's were no longer required. I also thought a DOC was not a tasking but a capability.
- Guess any comments to the previous question was a bit premature.
- Validation comes from checking MOPLAN 28-4 Part 3 which lists tasked UTC info.
- Our squadron level people fill out AF 601s. We need help understanding the authority to order.
- 601 etc. should only be evaluated by LGX if mobility column in TA is used.
- Not enough logistics planners are familiar with 601s.
- This kind of information is exactly what is needed. Ref should be included ie. AFR 28-3 Sec 9 para 7 if pilot unit for the proceeding statement.
- Then again covered in AFR 28-3.

QUESTION 10

- Very generic training with the Lowry TTC team in Aug. 83 and the 1981 COMPES training. Had to be generic because it was an AF standard school.
- To the best of my knowledge (limited) the only guidance we have is in MACR 28-1 which is sketchy. Pilot unit training is now taught but needs to be expanded upon.
- Only mentioned pilot unit built and maintained UTC.

- I'm sure it's impossible to expand on every subject at the Logistics Plans school and this is one that probably suffers that time constraint.

- Superficial.

- I do think I learned enough to work or use the pilot unit system.

- Again OJT.

- OJT only

- Would liked to have received more training. During last assignment unit was tasked to be pilot unit for 4 UTC packages (A lot of work from nonpilot to pilot UTC)

- MACR 28-2 covers.

- Hands on (unit level).

- Much training has been provided during OJT.

- Did not explain how pilot unit built and updated UTC.

- Compared to other ATC schools - average. Working with pilot & nonpilot units when at HQ MAC/LGMM was better.

- I learned more on my own research.

- Hands on (unit level).

- This was hit and miss self taught for a large part. Been reading volumes of regs and pubs. Should be a better way.

QUESTION 11

- Pilot units need to understand why this data is important and must be correct.

- Its not standard across commands.

- Already available in existing schools and the regs.

- It would also serve as a guide to nonpilot units.

- Definitely. We have a pilot unit that was not notified of its status or responsibilities until very late in the planning cycle.

- Place some emphasis on coordination and information to the non-pilots.
- Pilot unit responsibilities is an integral part of the UTC management process. I didn't know the functional manager handbook existed.
- Yes, this is another important area.
- It should be more in depth than AFM 28-345 or AFM 28-740 Vol II.
- Experience level at MAJCOM is too low. Hard to provide guidance to unit.
- Covered in MACR 28-2.

QUESTION 12

- This was just glossed over in noting the flow of 601's and coordination with the functional area.
- MACR 28-1 MAC procedures only!
- Sufficient to do my job.
- I received OJT, but no training (base level) at Lowry. At least none that stuck with me.
- Unit mobility officers/NCOs.
- Mostly OJT.
- For what was presented it was barely adequate.
- MACR 28-1 MAC procedures only!
- Sufficient to do my job.

QUESTION 13

- If a 'loggie hasn't been assigned to a USAFE tactical unit she/he doesn't get this type training.
- In the LGX arena it's helpful to know all the players.
- We received minimal training concerning plans, BUS attach., in the wings.

- Maybe the HQ MAC Handbook referred to above would be just as useful
- DOX, LGX and DPMUX have to work closely to ensure all taskings are covered and correct.
- There simply is not enough information readily available to those personnel not already trained to use the information.
- Base level LGX offices seem to be a catch all for tasks other offices are responsible for. Clarification on DO and MET responsibilities would help.
- This is also pertinent and essential in UTC management process.
- Isn't most of that information available to LGX in the OPlans?
- Close coordination must be maintained between DOXC and LGX.
- I strongly support info on other functional areas and their involvement in UTCs.
- Again this sounds good. However we are a tenant unit. Should the wing level do this and not the squadron?
- I learned about this area only by working with our DOX office.
- Covered in MAC Sup 1 to AFR 28-3.

QUESTION 14

- OJT when I took over LOGFOR/LOGMOD-M. Supervised transition from MAJCOM unique system to AF standard system.
- By word of mouth only.
- Only given brief overview.
- I did this job.
- Can get carried away rapidly.
- I worked in HQ MAC/LGXW.
- As a member of the staff, assigned to work with UTC functional managers, I've been taught about this subject.

- Quality was as good as it could be given the limited knowledge of those involved.
- By word of mouth only.
- Quality was good.
- OJT

QUESTION 15

- Putting this info in another document probably won't help, cause nobody follows MACR 28-1 anyway. UTC Management is not a high priority for functional managers.
- Then at least we'll have a reg. to hold functional managers feet to the fire.
- If it is to be base-level loggies, minimize HHQ narrative.
- Depends on the detail included.
- It would give the loggie in the field a better overview.
- Again: need the info readily at hand.
- If this is being done on time the functional managers are not relaying the info to the field.
- The UTC functional managers do not react that fast. It is a slow process because the functional managers are usually up to their ears in work.
- But keep the information related to the base level. How can the FM help me? When do I provide, what do I provide, information, etc.
- Only as background material
- What is a MISCAP? Who makes and approves UTC?
- This is especially important for pilot units.
- Most base level personnel are not familiar with this process. Many messages requesting changes are misrouted to our office when they should have sent them to the functional managers.
- Definitely the weakest point in MACs UTC management. Functional managers are not trained.

QUESTION 16

- OJT
- Word of mouth.
- Learned on the job.
- Through calls to NAF.
- No formal training - just a message of POCs at HQMAC.
- Hands on.
- On the staff
- OJT
- Word of mouth.
- Quality is N/A - But the product is very handy. You'd be surprised how many squadrons don't know about their functional manager.
- Hands on.
- OJT at the staff level - helps.

QUESTION 17

- We have been instructed not to call, write, or send messages to HQ MAC. All communication is done through numbered AF.
- Again maybe the existing handbook would do.
- Learned by doing. Time consuming, ineffective and frustrating.
- This would be very helpful to our base level LGX offices.
- As background material
- What about the intermediate levels also, numbered AF, wings, etc.
- I learned this by building UTCs with the help of HQMAC/LGXW.
- Requests are constantly mis-routed and this greatly delays responses.

- Contained in MAC Reg 28-1.

QUESTION 18

- Primarily from LUG and meetings at HQ USAF/LGRRRC.
- So far enough to do the job.
- If I did, I don't recall it. Should I ever need to go that high in the chain? My MAJCOM should handle that.
- Very little information is provided on this subject that is available outside of the MAJCOM/ Air Staff level.
- More show and tell than formal training.
- So far enough to do the job.
- Good.
- I'm still not sure which offices do what? Even though I work with several offices on a routine basis.

QUESTION 19

- I'm not sure base level people need much of this since we have to work through the NAF's & MAJCOM.
- Learned by doing. Time consuming, ineffective and frustrating.
- Units need to know this. This is helpful for base level LGX personnel also.
- It wouldn't hurt to know who's who.
- Keep it short and sweet. HQMAC to base level is (I assume) HQUSAF to HQMAC - We don't deal much with the "big boys" - we depend on NAFs and HQMAC.
- This is nice to know info at the base level.
- Agree
- This would make planners more aware

- Units need to be familiar with this info. However, they also must know the "chain of command" and requirements to remain within them.
- Contained in AFR 28-3 and MACR 28-1.

QUESTION 20

- Including Depids would be OK, but they are already available from several other sources.
- Available from other sources.
- Not sure what I'd do with this information.
- This info should also be included.
- DEPIDS ?
- All abbreviations and unusual terms should be explained in a glossary.
- Not sure
- All LGX (661) personnel should be familiar with these.
- AFR 28-3

QUESTION 21

- Helpful, but not totally essential in working with UTC's.
- Available from other sources.
- This info is already available at base level.
- This is nice to have but not really required in the manual because the manual will provide sufficient instruction. If it's included it would be OK and helpful.
- Some restriction should be placed on those who can attend, let the worker bees attend, not the branch chiefs.
- That info could be included
- Very difficult to determine all courses available to Log planners.

- Being in TRX (AFSC 605X, I would like to attend a block that could qualify 605X in responsibilities of mobility plans officer.
- This information should be covered in a separate publication.
- There should always be training program for self teach and formal training.
- Such a list would be helpful
- If the courses are available to most of the personnel after completing the initial training (Most schools are not offered to enlisted after completion of tech school).

QUESTION 22

- This would be nice, but would be out of date before the users got it.
- Available from other sources.
- Also readily available.
- Anything to help the base level loggies. This will be very beneficial to base level LGX.
- Would be beneficial to list "all" references, AF MAC reg/ manuals etc.
- Very good idea
- This would provide a better source of OJT training

QUESTION 23

- Non-AF standard software that duplicates functions of AF systems should not be listed. Generic forms and input sheets would be OK.
- This would be a very nice thing to have available.
- Only standard automated systems should be distributed.
- Already available.
- With PCs available in each LGX office, this is a must to have item.

- As well as many other programs in the Log plans area.
- However, some units don't have compatible systems
- Probably

QUESTION 24

- Accuracy and completeness is the key. Must agree with the official AF pubs.
- These are also helpful, but you can probably find the terms in other reference material. However, this would consolidate the definitions in one book.
- Already published in numerous publications. However, the 'Compendium of Authenticated Logistics Terms and Abbreviations should be required at each base logistics office.
- Already available in regs & manuals.
- LGX at base level requires this information
- That only makes sense.
- Definitions are in 28-4, 28-345, 28-740 - are they really needed? References where they can find definitions might suffice.
- Most pubs do
- Yes, but they should be written in laymans language to facilitate learning

QUESTION 25

- Accuracy and completeness is the key. Must agree with the official AF pubs.
- Different terms are used by different commands and different levels of command.
- Abbreviations are a way of life for loggies. This is also required for base level LGXs
- Most pubs do

- Yes!

QUESTION 26

- It should also contain a summary of changes.
- Many things happen that the base level needs to know but aren't always informed.
- Does not seem practical. Would serve more to create additional workload/jobs than to concentrate on finding fixes.
- This would be a bear to keep current.
- This is a nice to have if you can work this. Why not!
- That would only work if there was a good flow of constant updates in regard to current issues and problem get well dates.
- Could help
- Not sure this would be beneficial
- This section would prove valuable. However, maintenance would be almost impossible unless full time jobs were dedicated to keep it up to date.

QUESTION 24

- Interface between HQ MAC/XPMPC and base LGX for UTC MANFOR changes.
- Currently to work with personnel and material UTC you have two different sets of 'fiche'. If they could be combined so that associated personnel only UTCs and materials only UTCs were available on the same document it would expedite the wing 'loggies' ability to do his job.
- The desire to develop a uniform system of identifying resource packages and their obvious benefits should not be allowed to distort the fact that UTCs are a means to an end. The end is the deployment of the proper resources to the proper place at the right time. Within MAC, the systems has not recognized the operational differences in strat and TAC aircraft units. These differences must be recognized and allowances must be made to insure that units meet their

airlift commitments and not simply 'deploy the proper (perceived) UTC.'

- If all the information discussed in this survey is put into the first edition of the manual that will be a great start.
- HQMAC needs to recognize the difference between strategic and tactical airlift and publish separate guides for each.
- Great idea for a ready reference
- You apparently have included the major areas which should be included. I hope to see this soon.
- Again I feel commands will always operate differently. I'd be interested in seeing a functional managers handbook.
- I feel the manual, if developed, should be applicable to the other base level functional managers as well. They are, or should be involved in the UTC management process as well. The manual should also provide guidance on how to best conduct a UTC review at base level (working group, staff summary, etc.) It's essential to include guidance to use the TA when conducting UTC reviews. The UTC review should include both personnel/material portions of the UTC. Procedures in the manual need to include NAF responsibilities as well as MAJCOM.
- A list of functional managers office symbols by the UTC they manage.
- explanations regards non-wstas, guidance for unit mobility authorizations (DOC or OPlans), guidance for loggies on 'how to' read a T/A (table of allowance)
- Agreements! Mobility preplanning, WRM/WCDO, PPlans, Weapon system conversions, reception.
- Inter agency coordination requirements i.e. DOX, intel, transportation, services, fuels/LOX, Crisis Action Team/Battle Staff. What do other offices do, etc. What are the wartime duties of a deployable loggie. Relationship to COMALF, LRC, host nation support, lines of communication, etc. Volumes could be written on base reception, NEO and deployment requirements. One of the most overlooked areas is wartime duties and how the loggie is expected to support wartime resupply, rapid runway repair, with no in-house capability i.e. Red Horse/CE deploys to your base for maint. on a pocked/battle damaged runway/taxiway. Source of fill material cement and other materials. Personnel side of COMPES, DMD levy transactions, the whys vs. whats and hows.

- If you could there should be some type of training for TRX personnel that are tenants on non-MAC bases.
- List of courses available to other than LGX people who do LGX work within squadrons or group.
- The nature of my position gives only limited access to the information you request. I am a 60572 and I am responsible for LGX functions at the port level. All my guidance is provided by my host base. This survey is directed at loggies and not transporters. The product spoke of though would help transporters to function more efficiently if they are in my situation.
- The ground-work that must be made in building a UTC at the base-level. So many times HQ is so saturated with other duties and the 'field' knowledge is in the base-level unit. Example: at present, I'm involved in building a new UTC. Such a manual would be extremely helpful in accomplishing this task. My vote is definitely 'yes' for the production of a MAC reference manual for UTCs.
- UTC training courses, UTC manuals as described
- I do not know enough to be useful
- Section on the USAF WMP-3
- Once UTC LOGDETs are distributed, especially to overseas units, acknowledgment of receipt should be done via msg to ensure all applicable units have received current UTCs/UTC data
- USE statements, mobility bag computations, COMPES LOGMOD-B.
- The idea of producing a base level user's manual of UTC management is a good one, but it should only be one of the steps taken to overcome the problem we face with inadequate training in this complex, dynamic, and often confusing area. I strongly feel that more formalized classroom training in COMPES is necessary. With the learning curve as high as it is and with people moving in and out of UTC management positions as often as they do, we always end up being behind the power curve. Anything that will standardize the system further and cut down on the learning curve will be beneficial.
- Non-pilot unit responsibilities i.e. review UTC input, changes to pilot unit and info other non-pilot units; WRM management - how to get approval to use WRM assets during exercises, etc; host tenant agreements - how to read the 'contract.'

- Biggest problem is getting the functional managers to do their jobs. Survey would be better served by base level loggie vice MAJCOM staff planner.

OTHER COMMENTS

- These areas are good - providing the reference manual is changed or changes are periodically provided. Simplification is one objective my office has been working towards. If this manual is reader-simple where as a new person straight out of tech school can understand it- we would definitely use it!

- Most conferences do not cover UTC management in detail. They usually have a briefing on UTC management which does not provide personnel with the required information to manage and work with UTCs.

- I was a 'non direct' conversion from 43191. All training concerning UTCs has been OJT.

- 6054s performing LGX duties should be allowed to attend at least one of the planning courses

- More training in UTCs is needed.

- More widely publicized info on available courses and seminars would be helpful.

- Even with many years in the career field my experience is limited. I feel even at the HQ level that the mind set of most commanders is that if no one knows about a logistics issue it must belong to LGX

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The purpose of this study was to investigate current training for Military Airlift Command base level Unit Type Code managers and to determine if a handbook would be beneficial to those people.

An informal questionnaire was used to collect data from base level UTC managers.

Analysis of the data yielded the following conclusions: --

1. UTC managers lack experience,
2. Base level UTC managers perceive that they have not been adequately trained,
3. There is no consistent training within the UTC Management field,
4. UTC procedure and package standardization has not been achieved,
5. A base level UTC Managers' Handbook would help correct the perceived training deficiencies and lead to standard UTC procedures and packages.

The cumulative thesis research and the preceding conclusions lead to these recommendations: --

1. Survey the remaining Air Force commands to determine if the handbook would benefit their UTC managers,
2. Publish an Air Force standard handbook for UTC managers and include only necessary command unique items in appendices,
3. Assign responsibility to a single focal point to determine core and specialty training areas required for a comprehensive UTC managers training program, and
4. Investigate other training alternatives for UTC managers. There is (SPO) ✓

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